

**IMAGE AND CUSTOMER SERVICE TRACKING SURVEY FOR
E-CONSUMABLES
WITH A FOCUS ON CUSTOMER RETENTION AND ACQUISITION**

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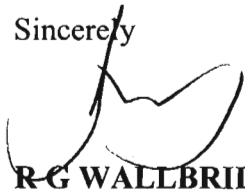
TO WHOM IT MAY CONCERN

RE: CONFIDENTIALITY CLAUSE

Due to the strategic importance of this research it would be appreciated if the contents

Remain confidential and not be circulated for a period of five years.

Sincerely

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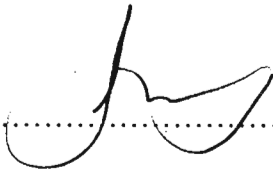
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DECLARATION

This research has not been previously accepted for any degree and is not being currently submitted in candidature for any degree.

Signed.....

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Date.....

September 10th 2003

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Writing this dissertation is a long-term commitment and involved time consuming effort. The successful completion was from the support and generosity of many people and organisations.

I thank the various authors whose books and other materials I have cited or quoted. In particular I am deeply indebted to the following individuals and organisations. I thank them for their help and contribution.

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My Distance Learning Group -	who gave so much time, help and assistance
Hire Information Technology -	my company who gave me valuable information in the IT industry
Intermarket Research -	for their assistance with the data collection and simulation

ABSTRACT

This report presents the summary of findings of the 2003 image and customer service-tracking survey for E-Consumables.

The overall objectives of the survey were to:

- identify any changes which may have occurred over the past years in the maturing of E-Consumables as a company since its inception
- the perception of the company's image and the delivery of a service offered by the company in respect of existing E-Consumables customers
- obtain the perceptions of non-customers of E-Consumables with regard to awareness of the company, it's image and service delivery
- compare the strengths and weaknesses of E-Consumables against its competitors.

In order to do this face to face interviews were carried out with respondents in the following categories:

Respondents	Target Population Total 50
Large customers	28
Small customers	24
Non-Listed Companies	28
Listed Companies	22

Topic

Information Technology related 3 year old Consumable Company at the crossroads and decisions need to be made on it's future growth.strategies in relation to the following marketing, financial and HR

By

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CONTENTS

	Page
Chapter 1: Introduction	
1.1 Introduction	1
1.2 Background to the Research	1
1.3 Motivation for the Research	6
1.4 Value of the project	7
1.5 Problem Statement	8
1.6 Objectives of the Study	8
1.7 Research methodology	8
1.8 Limitations of the Study	11
1.9 Structure of the study	11
1.10 Summary	11
Chapter 2 : Literature Review	
2.1 Introduction	12
2.2 Quality Systems	12
2.3 The link between Quality Systems, Staff Performance	13
2.4 Total Quality Management	15
2.5 Applying Derming's 14 Points	18
2.6 Implications of Quality Management on Customer Care	23
2.7 Summary	32
Chapter 3: Research Methodology	
3.1 Introduction	33
3.2 Objectives of the Study	33
3.3 Target Population	33
3.4 Sampling	33
3.5 Research Instruments Used	34
3.6 Data Gathering	38
3.7 Data Analysis	38
3.8 Summary	39

Chapter 4 : Results and Discussion

4.1	Introduction	40
4.2	Market Awareness	41
4.3	Market Procurement Policy	41
4.4	Preferred Suppliers	42
4.5	Discontinued Suppliers	42
4.6	Reasons for Using Particular Suppliers	42
4.7	Customer Dislikes	43
4.8	Reasons For Stopping Buying From Suppliers	44
4.9	Range of Products and continued likelihood of re-ordering	44
4.10	Important factors Required from Supplier	46
4.11	Suppliers Associated with Available Products	47
4.12	Summary	48

Chapter 5 : Conclusions and Recommendations

5.1	Introduction	49
5.2	Conclusion	50
5.3	Recommendations	51
5.4	Summary	54

Bibliography	55
---------------------	----

Appendix 1	59
-------------------	----

Appendix II	65
--------------------	----

LIST OF TABLES

	Page
Table 4.1 Likelihood of purchasing products in future	46

LIST OF FIGURES

	Page
Figure 1.1 .The Research Process	2
Figure 1.2 .The Service Profit Chain	5
Figure 2.1 .The Service Profit Chain	14
Figure 2.2 .Relationship Between Quality, Scientific Approach & Team Work	20
Figure 2.3 .Path to Loyalty	24
Figure 2.4 .Service/Quality vs impact on Customer satisfaction	31
Figure 4.1 .Previous & Current use of E-Consumables Companies	42
Figure 4.2 .Dislikes about E-Consumables	43
Figure 4.3 .Products no longer being bought	45
Figure 4.4 .Factors considered when choosing suppliers of E-Consumables	47

CHAPTER 1

1.0 INTRODUCTION

1.1 Introduction

The irrevocable change process is propelling Zimbabwean companies to undergo a fundamental and rapid transformation in terms of product offering and organizational structures. So in addition, is the computer consumables industry, moving towards strategic alignment with the external environment by adopting the principles underlined by the marketing concept. The marketing concept is a corporate philosophy or state of mind that insists on an integration and coordination of organizational activities with the customer at the center in order to achieve long-range corporate profits [(Kotler, 1997); Felton, McNamara, and Houston as quoted in Heiens, (2000)]. The marketing concept is implemented through "the market orientation" (Kohli and Jaworski, 1990). Market orientation is a fundamental approach to understanding markets as it represents an additional strategic dimension (Slater and Narver, 1998). Market orientation is a set of cultural beliefs that focuses the firm's efforts on the needs of the market (Slater and Narver 1994;Deshpande and Webster, 1989).

Kohli and Jaworski, as quoted by Bign'e et al., (2000:191), further define market orientation as:" The organization- wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization-wide responsiveness to it". However, since the end-goal of marketing orientation is increased adaptability of the company to its market, it is intuitively attractive to assume that in order to achieve maximum adaptability both company attitude and behavior should be adjusted. Hence, marketing orientation is about developing both a set of attitudes and a set of practices that aim to maximize the company's adaptability to the market.

1.2 Background of the research

Research is often thought of as a process, which is a set of interrelated activities unfolding over time.

1. The problem and how it is perceived influence

2. Choice of the research design
3. Measurements
4. Data collection
5. Sample
6. Data analysis and
7. Recommendations
8. The research design relates to the strategies used to collect the information required
9. Relates to the activities such as designing adequate measurements
10. Are the strategies for collecting data required
11. Is the process of the data, the analysing and interpretation of the data
12. The way the answers to the collected data are used and communicated

This can be shown in diagrammatic form as below:

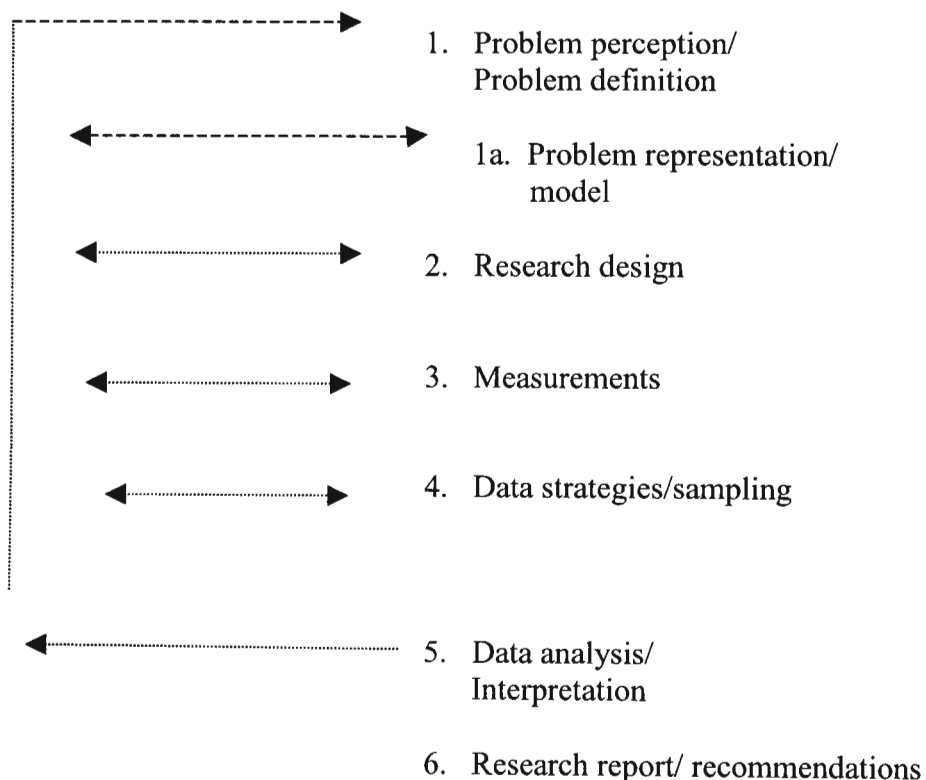


Figure 1.1 The Research Process

1.2.1 Product and Customer Markets

There has been an increase in the demand for computer consumables in Zimbabwe over the years. The increasing importance of computer consumable products is attributable in part to the expansion of the Zimbabwe information technology sector and rapid adoption of computerized business systems.

The use of innovative channels of distribution has also contributed to the attraction of high net-worth clientele into the industry. The changes that have been taking place in this industry have triggered the evolution of products and services offered from being unsought (Kotler, 2000:18) to sought products. This means that theoretically, firms in this industry can evolve from the selling concept into the market orientation. The question that needs to be answered is whether there is enough empirical evidence to warrant that development.

Market- driven firms constantly monitor the environment in which they compete in order to learn the appropriateness of its offerings to its target customers; this provides them with an important basis for building a sustainable competitive advantage. This advantage allows the firm to learn what the buyers want. By doing this, the firm builds and leverages the resources and processes necessary to deliver the value desired by the target market (Narver and Slater, 1990; Slater and Narver, 1994). The firm is also able to adapt the value-generating processes as market conditions change (Slater and Narver, 1995). Furthermore, the market orientated firm looks beyond current customer needs to develop future products that will tap latent needs, thus serving to strengthen the firm's market position overtime (Slater and Narver, 1998).

However, currently, as far as product development is concerned, there is no evidence to suggest that computer consumables companies in Zimbabwe have adopted the market orientation approach. Product offering in Zimbabwe is standardized to conform to mass requirements. The

deregulation of the financial services sector has forced the IT industry to undergo significant stages of product innovation and diversification. New products targeted at the low and middle premium markets have been introduced into the market. However, product development has always lagged behind market needs due to lack of production skills and appropriate technology as well as administration support systems that are the prerequisites in this industry. Products on the local market are adopted mainly from North America and Europe. This inability to develop and produce computer consumable products locally reduces the industry's responsiveness to changes in customer needs. This raises questions on the relevance and applicability of the marketing concept in the Zimbabwean computer consumables industry as service provision is often delayed.

1.2.2 Marketing Programs and distribution channels

Several traditional distribution channels are used in the provision of computer consumable products. These include, exclusive and independent agents, direct sales through company employees, and others. New and "innovative" distribution channels like traditional shops, consultants and direct marketing (mail and telemarketing) are beginning to dominate the industry.

1.2.3 The Human Resources Component

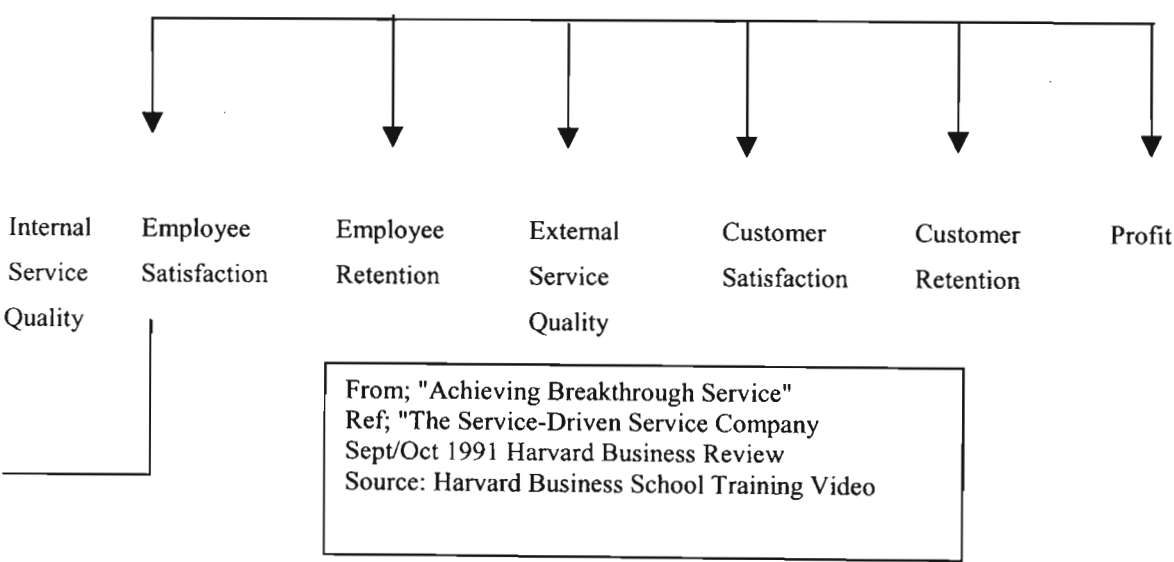
"When companies put employees and customers first, their employees are satisfied, their customers are loyal, their profits increase, and their continued success is sustained." This is the conclusion of a recent Harvard Business Review article, "Putting the Service-Profit Chain to Work" by James L. Heskett, Thomas O. Jones, Gary W. Loveman, W. Earl Sasser, Jr. and Leonard A. Schlesinger, members of the Harvard Business School faculty and service-management interest group.

While there are a number of studies, which link customer satisfaction with profit, there are few studies, which add employee satisfaction into the profit formula. Digital became interested in this connection in 1994. Based

on this interest, an internal study of customer satisfaction, employee satisfaction and operating measures was conducted.

When describing the service profit chain, the authors discuss the experience and success of companies that include Banc One, Intuit Corporation, Southwest Airlines, Service Master, USAA, Taco Bell, and MCI. They stress that the correlation of putting employees and customers first with profits has necessitated new ways of managing and measuring success. The techniques used, focus on the impact of employee satisfaction, loyalty, and productivity on "the value of products and services delivered so that managers can build customer satisfaction, loyalty and assess the corresponding impact on profitability and growth." The authors note, "...the lifetime value of a loyal customer can be astronomical, especially when referrals are added to the economics of customer retention and repeat purchases of related products." The tool used to examine the relationship between service and profit is called the Service-Profit Chain.

Figure 1.1: The Service-profit Chain



"The service-profit chain establishes relationships between profitability, customer loyalty and employee satisfaction, loyalty and productivity. The links in the chain are as follows:

- Profit and growth are stimulated primarily by customer loyalty.
- Loyalty is a direct result of customer satisfaction.
- Satisfaction is largely influenced by the value of services provided to customers.
- Value is created by satisfied, loyal and productive employees.
- Employee satisfaction, in turn, results primarily from high-quality support services and policies that enable employees to deliver results to customers."

"Putting employees and customers in the spotlight is common to Quality programs. As anyone working in support of Quality knows, Quality doesn't just happen. Those running a company must be fully committed to it. In the case of the companies under discussion, their CEOs and top managers exhibited a special kind of leadership. "CEOs of exemplary service companies emphasize the importance of each employee and customer,"

the authors write. "For these CEOs, the focus on customers and employees is no empty slogan tailored to an annual management meeting."

This brings us to the topic of this research:

"Information Technology related 3 year old Consumable Company at the crossroads and decisions need to be made on its future's growth – strategies: marketing, financial and HR"

1.3 Motivation for the research

Given the current stiff competition for customers amongst consumables companies and the harsh economic conditions prevailing, there is need to identify options for survival.

Companies in the consumables sector have to bear in mind that 'It is not enough to be skillful in attracting new customers, the company must keep them' Kotler (2000). Kotler goes on to state that: -

- a) Acquiring new customers can cost 5 times more than the costs involved in satisfying and retaining current customers.
- b) The average company loses 10% of its customers each year.
- c) A 5% reduction in the customer defection rate can increase profits by 25% to 85% depending on the industry.
- d) The customer profit rate tends to increase over the life of the retained customer.

This study will address all these key questions and aspects. Conclusions will then be made based on findings and recommendations made. This study will also articulate the strategies required in marketing, finance and human resources.

1.4 Value of the project

This study seeks to:

- To develop a body of knowledge that can be used in the marketing of computer consumable products, which can be used by both marketing practitioners and academics in Zimbabwe. Other companies such as those in the FMCG sector will also draw some lessons from the findings of the research.
- To contribute to the growth of knowledge on the marketing of computer consumables. The marketing concept as an integral part of any business entails teamwork and focus on profitability and satisfaction of customer needs. Therefore understanding the current market dynamics would be a significant contribution to the growing body of knowledge on marketing consumables in developing countries like Zimbabwe.

- The study will be of use to the management of the researcher's organization as decisions for the future will be based on the findings. The significant results of this study would also contribute practically to the design of better marketing programs of the company's products.

1.5 Problem statement

- Should the company expand or remain as it is?
- What are the benefits and problems associated with expansion?
- What marketing, financing and human resources strategies are required?

1.6 Objectives of the study

- To understand the market dynamics currently at play in the consumables market
- To identify the leaders and followers in the supply side of the market
- To establish the position occupied by the researcher's company vis a vis competitors
- To establish the way forward for the researcher's organization

1.7 Research methodology

The research will be quantitative, with the resultant sample broken down as

- **26 customers (corporate listed organizations)**
- **24 customers (Small to Medium Scale enterprises)**

Data collection procedure will involve face to face interviews with each qualifying respondent.

1.7.1 Data Collection

All interviews will entail the making of appointments followed by visits to the respondent. In the case of companies, qualifying respondents will be senior managers or their assistants. As the study seeks to draw conclusions that will be applied to the entire computer consumables community, a random stratified quota system will be employed.

All interviews will be conducted in Harare, as the capital city has the best representation of what happens in the rest of the country. As such there will be no incremental gain to be obtained by making the study nationwide. The face-to-face, one on one interviewing format will be adopted for the research because of its numerous advantages over the other methods of data collection as discussed below.

- i. **Face-to-face interviews** – interviewer visits respondent's office or home, asks the relevant questions and records respondent's answers on a structured questionnaire. This approach enables the interviewer to verify facts on the spot, including body language and it is easier for respondent to clarify unclear issues.
- ii. **Telephone** – interviews over the telephone are cheaper for short interviews, but the cost of conducting a 45-minute questionnaire would be prohibitive. Besides, the respondents would not be able to speak on the phone for that length of time as each question might need at least a minute of thought before answering.
- iii. **Mail (including e-mail)** – also a cheap method but experience has shown that few people care to fill in questionnaires and to post/send them back, even when return envelop and postage stamp are supplied. Also time constraints prohibit this type of data collection.

Having stratified the universe to make the sample random, questionnaires will then be administered to the qualifying respondents by random identification. The targeted sample of 50 is considered adequate by the researcher because it is representative and allows a robust base from which to draw conclusions, and even when cross analyzing by customer type, one would still have a sufficient number of respondents to draw conclusions from.

1.7.2 Quality control

Quality of data is key in any research exercise. As such quality will be ensured at all stages of the research process by putting in place upfront several quality control measures. Besides 100%, post check of completed questionnaires, the following further mechanisms will be effected:

- thorough training and briefing of all people involved in the exercise
- piloting of survey instruments
- double punching of data at data processing stage

1.7.3 Data Analysis

Data analysis is an integral part of any research process, such that without the analysis procedure it is impossible to come up with any meaningful findings. The data analysis will be done with a statistical analysis computer package called Statistical Package for Social Sciences (SPSS), which is a leading desktop statistical package. It is available for mainframe and personal computers and can be constantly updated to satisfy user needs. It has a comprehensive range of data manipulation tools.

SPSS has the added advantage of allowing one to score and analyze quantitative data in various ways with the greatest amount of speed. This is a package that is strong on its statistical capabilities and offers one of the best environments in which to do detailed statistical analysis. This is a

package that eliminates most of the data limitations found within some of its competitors.

1.7.4 Limitations of SPSS

- It can only handle a maximum of 500 variables
- Cannot run on a computer with less than 32 mega bites
- The cost of the software is prohibitive

1.8 Limitations of the Study

This study will be limited to Harare. This means that marginal tendencies may not be picked up in the study. A bigger sample may also produce more stable results but due to time and cost constraints a bigger sample is not feasible.

1.9 Structure of the study

Chapter 1 covers the general background to the research, the problem statement, a summary of the methodology used, the objectives, and ends with the organization of the study. A review of the relevant literature gathered is carried out in this chapter. The idea is to come up with a clear theoretical framework to be used in analyzing the findings. A summary of the specific conclusions on each item of literature reviewed will also be given. Chapter 3 covers in more detail the methodology used in carrying out the research. The selection of the method is justified and the content or environment in which the research is carried out defined. Other items covered are the sample unit, selection and size determination, instrumentation, data collection methods and procedures on data analysis and presentation. Chapter 4 centers on reporting and discussion of results while conclusions and recommendations are found in Chapter 5. A glossary of key terms, appendices and bibliography then follow.

1.10 Summary

Chapter 1 has talked about the methodology, which will be used in this research project to get the statistical data required by E-consumables. This will enable them to make decisions on how to grow the business. This methodology ties back to the motivation needed to:

- a) design the questionnaire by analysing the problem and
- b) how the data will be used once collected

CHAPTER 2

2.0 LITERATURE REVIEW

This chapter discusses the major theories, models and concepts used in the analysis of quality management systems.

2.1 Introduction

Quality Management seeks to create a quality culture based upon continuous improvements in quality measured against set target of performance indicators. Quality Management is based upon two main principles:

- * Responsibility for implementing the system usually rests with teams of staff
- * The customer is at the center of all business activities.

Quality Management also recognizes the distinction between internal customers and external customers. As a result, the functional areas represented within the business organization may be required to draw up service standards, which identify the quality indicators they are striving to achieve when providing service to other areas of the business.

2.2 Quality systems, management style, corporate image and identity

Every organization will attempt to put into place a range of policies and practices which will influence how the business is viewed within business environment and by the community, which it serves. The business organization will try to make its 'image' favourable, manipulating it to project the values and messages they want. In other words, **corporate image** concerns how the business wishes to project itself to the outside world. **Corporate identity** is a set of tools for doing this: it ranges from company names, to graphics, typefaces, uniforms and can even extend to shop and office furnishings.

There are a number of ways in which the business organization projects its corporate image values and beliefs to the outside world. Mission statements, for example, are

public statements of intent, which summarise the business organization's core aims, values objectives and purpose. Other business organization may base their activities around core values concerned with equal opportunities, recruitment practiced within the respective organizations. The success of many quality systems will depend largely on the management style exhibited by the organization, which, in turn, will influence the corporate image projected by the organization. A Quality Management System would not work, for example, within a business organization that exhibits autocratic management styles given that Quality Management involves:

- Team working
- A culture in which problems are solved by the team
- Staff being encouraged to make constructive and positive suggestions to improve quality.

We are likely to see more effective quality systems in those organizations, which are committed to corporate image and organizational culture based upon participative or consultative management styles. Such organizations will appreciate the importance of teamwork and will, unlike autocratic management, understand that encouraging the development of a team ethos is one of the central features of operating successful quality systems.

2.3 The Link Between Quality Systems, Staff Performance & Customer Satisfaction

"When companies put employees and customers first, their employees are satisfied, their customers are loyal, their profits increase, and their continued success is sustained." This is the conclusion of a recent Harvard Business Review article, "Putting the Service-Profit Chain to Work" by James L. Heskett, Thomas O. Jones, Gary W. Loveman, W. Earl Sasser, Jr. and Leonard A. Schlesinger -1998, members of the Harvard Business School faculty and service-management interest group.

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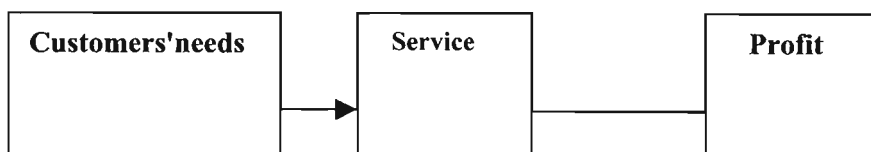


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- Satisfaction is largely influenced by the quality and value of

products and service provided to customers

- Value is created by satisfied, loyal and productive employees
- Employee satisfaction, in turn, results primarily from high-quality support services and policies that enable employees to deliver results to customers"

2.4 Total Quality Management (TQM)

In his book "Total Quality Management Text Cases and Readings 2nd edition 1996", Ross defines Total Quality Management as the integration of all functions and process within an organization in order to achieve continuous improvement of the quality of goods and services the goal being customer satisfaction.

ISO 8402: 1994 defines Total Quality Management (TQM) as a management approach of an organization centered on quality based on the participation of all its members and aiming long-term success. This is achieved through customer satisfaction of all its members and aiming at long term success through customer satisfaction and benefit to all members of organization and to society. In other words, (TQM) is a philosophy for managing an organization in a way that enables it to meet stakeholders needs and expectations efficiently and effectively without compromising ethical values. TQM requires involvement of the whole organization and quality concepts are same whether one is selling computers or providing electricity to household and industrial consumers.

2.4.1 The Need And Rationale For Quality Management in IT industry

The world has become a global village and this has resulted in increased competition both direct and indirect. E-consumables as a company has to provide services of an international standard. This will be achieved though improved quality service and a combination of high quality and competitive pricing. Ensuring that things are done correctly the first time helps this.

2.4.2. Applying Quality Control to E-consumables

According to Deming (1991), a system of quality improvement is helpful if one who turns out a product is engaged in service provision. Service organizations have the following characteristics

- Direct transactions with masses of people
- Large volumes of transactions
- Large volume of paper work
- Large amounts of processing
- An extremely large number of ways to make errors
- Handling and re handling of huge numbers of small items in communication

Because of the above characteristic mistakes and waste become costly not so much in terms of money but in terms of the process and the product. The further the mistake goes without correction, the greater the cost. This is particularly true in provision of electricity where an accumulation of mistakes creates seemingly insurmountable problems.

E-consumables has two types of customers

- (a) internal customers - intercompany/group and
- (b) external customers - no connection with group

The internal customers are group or alliance companies, who maximise on pricing discounts to acquire the necessary consumables including employees and managers while the external customers are the consumers of e-products. Both categories of customers need to be satisfied through continuous quality improvement. Customer satisfaction is achieved through product features that denote the grade of quality desired and freedom from deficiencies.

For services, the product features, which denote quality, include accuracy, timeliness, completeness, friendliness or courtesy, foresight or knowledge, reputation and honesty. According to Ron Kurtus (1997), business leaders

wishing to succeed must satisfy their customers. He sees this as a basic tenet of the total quality management philosophy of doing business. Thus customer satisfaction is extremely important to the success of the quality management system.

Bradley (1993) believes that quality is accomplished by continually meeting and exceeding client needs and expectations at a price they are willing to pay. E-consumables will plan and implement programs while the customers judge and act accordingly. Derming, one of the TQM gurus regarded consumers as the most important part of a production line. Meeting and exceeding (the customers) requirements is the task that everyone within an organization needs to accomplish and enable everyone to be responsible for the quality of his output to his internal and external customers. Derming refers to the new climate or organizational culture, which consist of three elements namely

- (1) Joy in work
- (2) Innovation
- (3) Co-operation

Derming sees the new climate as a win-win situation and sees the need for the total transformation of western style of management that is driven by competition. Derming produces his 14 points for management (DERMING, 1989) which he believes if adopted by management, would be a sign that management intended to stay in business. The following are the 14 points

- 1. constancy of purpose
- 2. adopt a new philosophy
- 3. cease mass inspection
- 4. end price tag business
- 5. improve constantly the system of production and service
- 6. institute training and retraining
- 7. institute leadership
- 8. drive out fear

9. break down departmental barriers
10. eliminate slogans, targets and exhortations
11. eliminate numerical quotas
12. remove barriers to worker pride
13. institute education or self-management
14. put everyone to work to accomplish the transformation.

2.5 Applying Derming's 14 Points to E-Consumables

In expanding Derming's 14 points which is done fully below, we can see the relevance in applying them not only to E-Consumables, but to any business.

2.5.1 “Constancy Of Purpose “

There is a need to create constancy of purpose for the improvement of products and services in E-consumables. Derming suggests a new radical definition of a companies role, namely continuous improvement through research and innovation. Change should not be just for the sake of change but should be designed to improve aspects of products and services. In order to implement Derming's constancy of purpose, leadership should have a vision and faith in the future.

It should, however be remembered that policy has to be living policy- it must drive behaviour and decision making, and must not consist simply of words in a manual gathering dust on a shelf. Constancy of purpose cannot be fully realized unless the organization is allowed to be client driven.

2.5.2 “Adopt New Philosophy”

According to Derming, for the new economic age, management needs to take leadership for change. There is need for a new belief in which mistakes and negativism are unacceptable. Because we are in a new age managers must awaken to challenge, learn their responsibilities and take on the leadership for change.

2.5.3 “Cease Mass Inspection”

Organizations should stop depending on supervision on a mass basis to achieve quality. Quality should be initially built into the process. He argues that the aim of finding the bad apples in an organization and throwing them out is too late and too costly and in any case the damage would already have been done.

2.5.4 “End Price Tag Business”

According to Derming industry should end the practice of awarding business on the basis of price alone. There is a need to develop long-term relationships with suppliers and emphasis should be on quality and not price. Unfortunately, very often, because of scarce resources, there is a tendency to consider price at the expense of quality.

2.5.5 “Improve Constantly The System Of Production And Service”

Improvement is not a one-time effort. Management has the obligation to continually look for ways to reduce waste and improve quality. There is need to the improve quality and productivity and thus constantly reduce the cost. ZESA should continuously be searching for the needs and expectations of clients..

2.5.6 “Institute Training Or Retraining”

This process is referred to as in service training or professional development. The ideal situation would to have regular in-service training. While training and retraining is a very plausible idea, it should be noted that planning of the training programmes would be very critical. If these programmes are not properly planned and conducted, it would be like any of those civil service workshops seen as a means of getting away from the office and a sheer waste of resources.

2.5.7 “Institute Leadership”

The work of a supervisor is not to tell people what to do but help people to do a better job. Quality leadership is required to implement continuous improvement. Raw relationships between leaders, staff and external customers must be created and maintained. Scholtes Et Al (1989) has shown the former triangle that symbolizes the relationship that quality, a scientific approach and feeling of being “all one team” must have if an organization is to be successful.

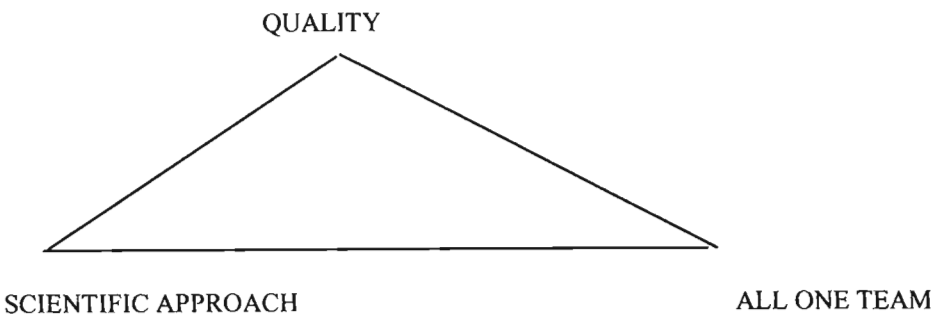


Figure 2.2 Relationship between quality, scientific approach and team work.

One corner represents quality of the service delivered as defined by the clients for that is where the new focus must be. A second corner represents the scientific or data based approach to studying the process, a strategy that leads to long lasting fundamental improvement. The third corner represents employees and board working together as all one team to learn how to apply the principles needed to accomplish quality control.

Quality will be impossible to achieve if two of the corners are missing that is scientific approach and team spirit. Some policy decisions are still made based on “hunches” or on tradition or insufficient data. There is no scientific approach used. Secondly many organizations are better characterized by adversarial relationships that exist, for example workers’ union versus the administration or upper management versus lower management. A major problem in implementing continuous improvement is the mobility of top management.

2.5.8 “Drive Out Fear”

Derming believes that many employees are afraid to ask questions or take a position even when they do understand what the job is all about or what is right or wrong. They will continue to do things, the wrong way, or not to do them at all. People therefore need to feel secure and to be assured that “the only stupid question is the one that is not asked “. Bradley believed that fear and anxiety are present at all levels of most organizations. This is a result of management’s efforts to spur better performance from employees through the use of numerical goals, ranking, incentives and slogans intended to stimulate the competitive spirit.

2.5.9 “Break Down Barriers”

According to Derming, there is a need to break down departmental barriers. Often departments or units compete with each other or have goals that conflict. They do not work as a team and as a result, they cannot solve or foresee problems. Worse still, one department may cause trouble for another. Because of the departmental barriers, there is usually a tendency for passing the buck. Bradley, 1993 believes that there would be no reason for buck passing if personnel of different levels jointly planned or solved problems. There is need to take a system approach where the organization is seen as one whole and what happens in one department affects other departments.

2.5.10 “Eliminate Slogans, Targets And Exhortations”

Derming believes that workers should set their own targets since this will make them more committed to achieving those targets, these slogans, exhortations and numerical targets are believed to be extrinsic motivators, rewards or punishments intended to urge people to higher attainment. They are barriers to intrinsic motivation, which is one of the pillars of total quality management philosophy. Slogans will only generate frustration and resentment. Despite the above arguments, the researcher believes that top management needs to identify the type of subordinates who will be motivated by extrinsic rewards while others prefer intrinsic rewards like being given greater responsibility and more challenging work.

2.5.11 “Eliminate Numerical Quotas Or Work Standards”

Derming believes that quotas take into account only numbers and not quality or methods. To him, they are usually a guarantee of inefficiency and high cost. A person will, in order to hold a job, try to meet a quota at any cost including doing damage to his company. In education, for instance a school may decide to achieve a 95% pass rate. Unfortunately that goal may be arbitrarily set without considering whether it is achievable or not. The focus should not be on achieving a 95% pass rate, but it should be on using data to create control limits, to assess the educational process, to improve processes based on what the system is currently producing and to work toward continuous improvement. Focus on the outcome (that is the 95%) will not improve the system's process or activities. What is lost in the process is the pursuit of quality and the desire to continuously improve. Another problem with quotas is that they do not take into account the differences in people specifically the employees.

2.5.12 “Remove Barriers To Workers Pride”

Derming states that people are eager to do a good job and distressed when they cannot. An organizational system should, therefore, strive to remove barriers that rob staff of their right to pride of workmanship. It should however be noted that this will only work if staff are quality oriented, if not, some degree of policing would still be required particularly where employees are not intrinsically motivated by their jobs.

2.5.13 “Institute Education / Self-Improvement”

Derming believes that both management and the workforce will have to be educated in the new knowledge and understanding as well as in teamwork and statistical techniques. Employees must continuously acquire new knowledge and skills. This is necessary in order to enable people to fit into ever changing jobs and responsibilities.

2.5.14 “Putting Everyone To Work, To Realize The Transformation”

According to Deming, action should be taken to accomplish the transformation.

A special top management team with a plan of action will be required to carry out the quality mission. Workers cannot do it on their own, nor can managers, there should be a critical mass of people in the company who understand the 14 points.

2.6 Implications of Quality Management on Customer Care

Literature is awash with different concepts of customer care programmes, which in the final analysis aims to produce total customer satisfaction.

Gerson (1992:p.7) argues that *"customer service is necessary for success in today's business environment. So is customer satisfaction. However, continued success is based on long-term customer retention."*

The author has therefore focussed on the following three factors that are intertwined (refer figure 2.3 below):

- **Customer Service**
- **Customer Satisfaction**
- **Customer Retention**

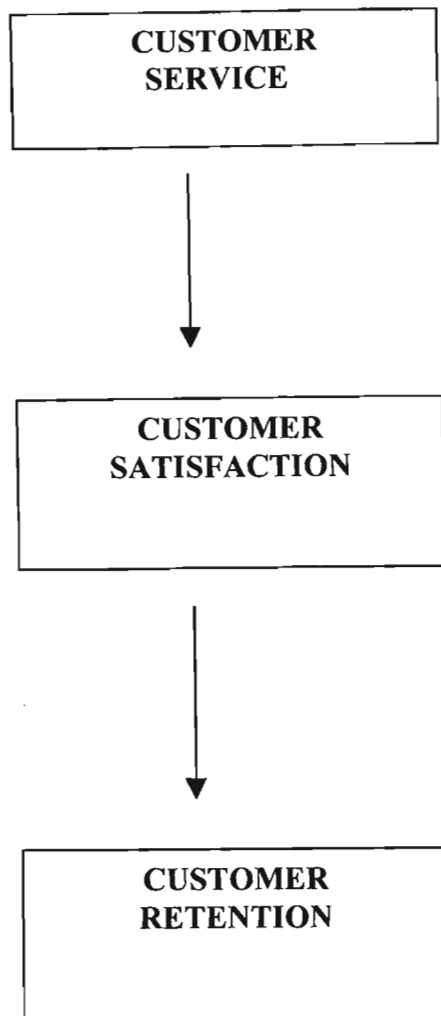


Figure 2.3 Path to Loyalty

2.6.1 Customer Service

Gerson (1992) defined customer service as all the activities which the business and employees conduct or perform to satisfy customers. Lovelock (1991:p.263) defined customer service as ‘a task other than proactive selling, that involves interactions with customers in person, by telecommunications or by mail. It is designed, performed and communicated with two goals in mind: operational efficiency and customer satisfaction’. Hayes and Dredge (1998) defined customer service as a way in which an organization handles interaction between itself (in

the person of its staff) and its customers. The interaction can be many and varied and can last over years or few moments. Martin (1993) offered a broader perspective of customer service. He suggests that customer service consists of two primary dimensions: procedural and personal. The procedural dimension consists of established systems and procedures to deliver services. The personal dimension relates to how the personnel, using their attitudes, behavior and verbal skills interact with customers. A balance is required between the two dimensions to ensure customer satisfaction.

Customer service must be viewed as a strategic issue because it has a direct link to profitability through retention of customers. Customer service must involve everyone in an organization more so in service industries (Lovelock 1991; 263). Customer care impacts positively on the bottom line through retention, repurchases and loyalty.

There is need to examine how E-Consumables handles each phase and determine levels of success at every level i.e. the pre-transaction element, the transaction elements and the post transaction element.

The **pre-transaction element** would include, service quality, statement, policies, systems and the nature of the organization. The **transaction element** list would cover the following:-

- Product availability
- Order cycle time average and consistency
- Order status information
- Order size and order frequency. Baker (1992)

It is possible to measure performance on each element. Kotler's (1997;9) definition of marketing, "*Marketing is a social and managerial process by which individual and groups obtain what they need and want through creating, offering and exchanging products of value with others*", which he says, "rests on the following core concepts, needs, wants and demands (goods, services and ideas); value, cost and specific exchange and transaction, relationship and network, markets, marketers and prospects.

Post transaction elements encourage customers to come back. The value of after sales service is important and "includes warranties and guarantees, replacements, repairs and customer complaints handling". Rakowski (1982) further developed the customer service into five (5) phases namely.

- Pre contact
- Personal contact
- Pre delivery
- Delivery and
- Post delivery

He proposed that customer service begins well before the product is delivered and ends long after it has been delivered. Delivery requires participation of individuals and groups in the various departments of the organization such as

- Technical support staff who provide information and technical advice.

- Telephone sales order takers
- Dispatch staff supplying information on availability and shipping details.
- Sales staff who maintain contact with customers and organize the assembly and completion of special orders,
- Marketing staff handling installation, repairs and complaints resolution.

Customer service can be used as a way of differentiating an organization's product or service from competitors particularly where products are generic. Satisfied customers tend to remain loyal.

Gerson (1992) devised a seven-step approach to a successful customer service system, which can be very useful. These steps are:

1. Total Management Commitment.

Which basically demonstrates the need for management commitment to the effective implementation of a customer service system. The system cannot survive in the absence of such a commitment.

2. Get to know your customer.

They say knowing them is the key to keeping them. So there is need to identify customer's needs and wants and keep the details on a database, which would enhance greater customization, customer commitment and loyalty.

3. Develop standard of quality service performance.

This is the only gateway to long-term success in offering greater customer satisfaction.

4. Recruit, train and reward good staff.

The only guarantee of customer satisfaction is through the employment of the right employees, who will have received the correct training and are motivated through a reward system that influences them to exhibit the correct positive attitudes.

5. Reward service accomplishment

This has to be made a standard practice in the organization and develop into a sustainable culture as it impacts positively on quality service delivery by staff.

6. Stay close to the customer

"The most important management fundamental that is being ignored today is staying close to the customer to satisfy his needs and anticipate his wants. In too many companies the customer has become a bloody nuisance whose unpredictable behaviour damages carefully made strategic plans, whose activities mess up computer operations, and who stubbornly insist that purchased products should work".

7. Work towards continuous commitment and continuous improvement.

Continuous improvement can be achieved both by the supplier and customer. The supplier must be continuously committed to giving the best service and then the customer would be committed to the supplier's services or products. Service quality improvement is critical be it personal involvement or provision of financial resources.

2.6.2 Importance Of Quality Delivery Of Service

Quality can be described as the degree to which a product or service meets the customer's expectations or "*conformance to requirements*" In simple terms it is the extent to which a customer gets what he/she wants. The need for total quality management to ensure its done "*right the first time*" is increasingly becoming the order of the day. PIM's research established that a perceived quality advantage results in higher profits (Lovelock(1992). Quality can be extremely a subjective concept and may sometimes be difficult to define as it may mean different things to different people. Five different perspectives have been identified which are as follows:

1. **Transcendent View** – which equates it with high achievement and uncompromized standards and innate excellence. It applies to visual and performing art and it assumes that quality is recognition through repeat exposure and experience.
2. **Product based approach** – which is measurable in precise variables, and the difference derived from the variability in amounts of ingredients in the

product. It is an objective view but does not account for individual differences.

3. **Manufacturing based approach** - is a supply oriented and concerned primarily with the engineering and manufacturing practices. It focuses on conformance of standards and is driven by productivity and cost containment.

4. The **value –based** – definition uses price and value to define quality.

Gavin (1988) goes on to develop eight categories of quality that can be used for analysing and strategic planning which are as follows:

- Performance (primarily operational characteristics)
- Features (bells and whistle)
- Reliability (probability of malfunction or failure)
- Conformance (ability to meet specifications)
- Durability
- Serviceability
- Aesthetics
- Perceived value

Perception of quality of service will be determined by the customer's evaluation of service delivery and its outcomes against expectations. It has been found that the greater the quality and service the greater the impact on customer satisfaction (Figure 2.4 below).

		High	Low
Service and Quality Provision	High	Right Servicers	Over Servicers
	Low	Non Servicers	Under Servicers and Dump servicers

Source – Piercy (1997)

Figure 2.4 Service/Quality versus impact on Customer Satisfaction

2.6.3 Build quality into service

Lawton (1992) discussed the need for organizations to design quality in to the service. This should be the ultimate aim for organizations which can be achieved through concentrating on three factors that determine quality and customer satisfaction which are:-

- Objective performance of service or product.
- Perception of the product and related subjective experience
- Outcome or desired results achieved by use of the product.

Lawton (1992) further developed six (6) steps process to assist in creating a new systematic view of service in an organization.

1. redesign process to eliminate time consumption
2. unleash outcome based innovation
3. measure service quality
4. transform the voices of customers into product design criteria
5. differentiate customer in terms of their roles with the product
6. Define services as tangible products

2.7 Summary

In this chapter, we talked about Deming's 14 points and the need for E-Consumables to include them into their business strategy. Whilst generalising it is important to look at TQM and its use within the organisation

CHAPTER 3

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This section looks at the procedures and techniques adopted for the field research. The main areas of focus are the target population, the sampling procedure and the survey instrument used. A detailed discussion is made regarding the data collection methods adopted and reasons for rejecting other alternatives. The chapter concludes by describing the data analysis procedure, the software used, its strengths and weaknesses.

3.2 Objectives of the study

The main objective of the study is to determine the way forward for a computer consumables company following a scanning of the environment. The study also seeks to establish the comparative positions of companies in the e-consumables industry.

3.3 Target Population

The research was quantitative and targeted a representative sample of 50 respondents comprising of 26 large and 24 small customers of E-consumables. These comprised of 28 non-listed and 22 listed companies who had been in operation for between 1 and 16 years. The study was centered in Harare, as this is where most information technology activities are based. Only senior managers were interviewed, as the junior staff normally do not have access to strategic information. All interviews adopted the face to face one-on-one discussion format.

3.4 Sampling

Stratified and simple random sampling methods were used. The parent population was composed of layers (strata) of discretely different sizes and within the strata a sample was derived by means of simple randomization process. The qualifying respondents were then randomly selected.

3.5 Research Instruments Used

Interviewing entailed the administration of a structured questionnaire to qualifying respondents. To ensure relevance and reliability of responses, only randomly selected companies were interviewed. The research instrument used for this research was a questionnaire. Peterson 1992:222 defines a questionnaire as a list of questions that are carefully formulated, constructed and sequenced so as to obtain the most useful data in the most cost-effective manner. The questionnaire was designed with the aim of finding out information set out in the research objectives.

3.5.1 The Self Administered Questionnaire

The self-completion questionnaire approach could have been adopted for data collection because of its relative ease of administration. It also allows the respondent to answer the questions in their spare time, even after working hours. This approach however was not used due to the nature of the study and the very low response rates that are associated with this method of data collection.

3.5.2 Face-to-face interviews

Interviewer visited the respondent's office, asked the relevant questions and recorded respondent's answers on a structured questionnaire. This was the approach adopted for the research mainly because of its ability to enable the interviewer to verify facts, including body language on the spot and it is easier for respondent to clarify unclear issues. This technique however brought the problem of time consumption as the researcher could only conduct a maximum of 4 interviews per day. However, the researcher got around this problem by starting interviews very early in the morning and finishing late.

3.5.3 Telephone

Whilst it would have been easier to conduct telephone interviews for the purpose of the data collection the cost of conducting a 30-minute questionnaire would have been prohibitive. Besides, the respondents would not have that much time to speak on the phone, and then each question needed at least a minute of thought before answering. Shortening the questionnaire to suit telephone interviews would

have led to loss of vital information. The method was therefore set aside on the basis of the preferred length of the questionnaire.

3.5.4 Mail (including e-mail)

This is a cheap method but experience has shown that few people take the time to fill in questionnaires and then post/send them back, even when return envelop and postage stamp are supplied. The achieved sample though smaller than the originally intended sample size of 60 is considered statistically adequate. This is because it still allows a robust base from which to draw conclusions, and even when cross analyzing by respondent type, one would still have a reasonably large number of respondents from which to draw conclusions.

3.5.5 The Questionnaire

One questionnaire was used and this is included in Appendix 1. Semi-structured, structured and open-ended questions were used in the questionnaire to ensure that individual responses were acquired in an easily interpretable manner in support or at variance with the stated research questions. The focus group discussion approach was rejected due to the difficulty of assembling senior officials from the selected organizations. In depth interviews were also rejected due to time constraints.

Open-ended Questions

The questionnaire had a significant number of open-ended questions to enable respondents to reply the interviewer freely in their own words. This is the major advantage of this kind of questioning.

Multi-choice questions

These are simple to administer and analyze although they may bring inaccuracies because they limit options for the respondent. A significant proportion of the questionnaire was multiple choice and the respondents were being limited to choosing from a set of alternatives.

Pre-testing of Questionnaires

The questionnaire was pre-tested before the actual survey and a few corrections/additions were made to improve the comprehension and terminology consensus. The pre-testing observations were:

- Some respondents were not willing to identify themselves by name on the questionnaires.
- Most were not able to answer some specific questions relating to issues of strategy and finance.
- Respondents invariably had busy schedules and they needed much persuasion to participate.
- In order to correct these problems in the actual fieldwork, the researcher developed a comprehensive self-introduction in order to make respondents comfortable as they answered some of the more sensitive questions.

The Research Question

A list of research questions, which took into account all the relevant information needs were formulated. The questions were pre-tested on a sample of four typical companies and four typical consumers. The pilot interviews sought to assess the ability of the respondent to

- i. Understand the questions
- ii. Recall data
- iii. Answer the questions

Some questions that appeared difficult to understand were re-phrased or re-formatted to make them more understandable and answerable. It was also important to gauge the level of knowledge among respondents to make sure that questions did not cover areas in which they had limited knowledge.

Question response Format

As much as possible, closed response questions were used in this study. However, in this field of study it maybe necessary to give the respondents

limited open-ended questions in order to unravel salient issues. The major advantage of closed-ended questions is that the responses are structured and uniform, therefore making it easier to interview and tabulate. The researcher gathered considerable knowledge from the literature review in order to properly pre-specify possible responses. The Likert scale was used in certain instances to determine opinions on a rating scale. Checklist and multiple-choice questions were also presented to obtain information on strategy, effect on the company and the respondents.

Wording of Questions

In an area as diversified as pricing, the researcher realizes that there may be translation variations of wording. Therefore, where necessary, the wording of questions took into account the researcher preferred definitions implicitly in the same way by all respondents. The following guideline was observed when wording questions.

a) Non-ambiguity wording and specificity

- Each question on the questionnaire focused on a single issue or topic.
- Unfamiliar words and words that may carry multiple meanings were avoided.

b) Brevity

Questions presented in the questionnaire were generally short and precise. Redundant and unnecessary words were avoided as much as possible.

c) Relevancy

All questions focus on the issue under study and they have been specifically formulated to answer same aspects of strategic management.

d) Objectives

The questionnaire had a number of pre-specified response questions. The wording of such questions was carefully studied to ensure that no leading questions were included. Leading questions may result in answers that the respondents deem are preferred by the researcher.

Questionnaire Structure

The section approach was used to arrange questions, that is, questions that addressed the same issue were sequenced together. The research objectives were used to define the logical sections or sets. In order to emphasize the sets some questions were broken down into subsets, for example (a) and (b). This allows the respondents to focus on a single issue at a time, thus reducing questionnaire administration time.

3.6 Data Gathering

The questionnaires were distributed as indicated in section 3.2. Quality of data is key in any research exercise. As such quality was ensured at all stages of the research process by putting in place, up-front, several quality control measures. Besides 100 percent post check of completed questionnaires, the following further mechanisms were effected;

- piloting of the questionnaire
- emphasizing confidentiality and anonymity to target respondents
- double punching of data at data processing stage to ensure accuracy

The researcher ensured that the data was reliable by correct identification of the respondents to be included in the study. By exhausting all the issues for investigation in the questionnaire, this guaranteed effectiveness and completeness.

3.7 Data Analysis

Data analysis is an integral part of any research process, such that without an appropriate analytical procedure it is impossible to come up with meaningful findings. The data

analysis was performed with the Statistical Package for Social Sciences (SPSS). The procedure involved the following :

- coding (grouping together of similar responses and assigning of codes) of open ended or unstructured questions
- data capturing and cleaning
- program development
- program running to produce statistical tables

This statistical package used has a comprehensive range of data manipulation tools. The complexity and specialization of quantitative data analysis resulted in the seeking of help from statistical specialists on the use of the programme. SPSS has the added advantage of allowing one to score and analyze quantitative data in various ways with the greatest amount of speed. This package is strong on its statistical capabilities. It is a package that offers one of the best environments in which to do detailed statistical analysis on quality related problems. This is a package that eliminates most of the data limitations found within some of its competitors, such as SAS, Minitab, etc.

3.8 Summary

From the above, it can be concluded that there was a very small margin of error because the study was representative and targeted the key stakeholders. The response rate was also high and the achieved sample was representative as each population element was included.

CHAPTER 4

4.0 RESULTS AND DISCUSSION

4.1 Introduction

The purpose of this research proposal has been for E-Consumables to be able to ascertain the following

- ❖ Where it fits in the Zimbabwean IT industry as a consumable and IT product supplier
- ❖ What its reputation is from both suppliers and end users
- ❖ The customer perception of E-Consumables
- ❖ Whether it should continue operating as a typical telesales organisation or expand the operation by increasing its sales staff, product range and customer base.

It must be noted that PC's and printers are regarded as consumables in E-Consumables line of business. E-Consumables is not in the business of providing IT solutions.

This chapter is a summary of the findings obtained during the research, which is shown in more detail in Appendix II. The data provides us with key information, which will be pertinent to the business strategy E-Consumables needs to take in order to be successful. The research was targeted at current E-Consumable's customers and a random selection of potential new ones. In analysing the results of the data collection, the Shareholders and Management should be able to make definite decisions as to the future growth of E-Consumables, which will be discussed more fully in Chapter 5 of this research project. The results of the data analysis will relate specifically to E-Consumables and its comparison with its competitors.

4.2 Market Awareness

E-Consumables fared positively against its competitors in the category of what computer company comes to mind. E-Consumables scored 64% as a company known by the targeted End Users and was ranked second highest alongside the older more established computer supply companies. Logical Solutions scored highly in the 'have you ever heard of' category. This could be linked to their extensive advertising campaign in the media.

4.3 Market Procurement Policy

E-Consumables has lost ground against its competitors. They have slid from 72% of End Users buying from them, to only 48% currently using them as one their preferred suppliers. It is interesting to note that there has been similar declines in the use of Datatech and Hi-Tech. One can only surmise that there has been an increase in the number of computer suppliers offering products and services resulting in a thinning of business across a broader spectrum of IT suppliers. This reduction in patronage is shown in diagram 4.1 below

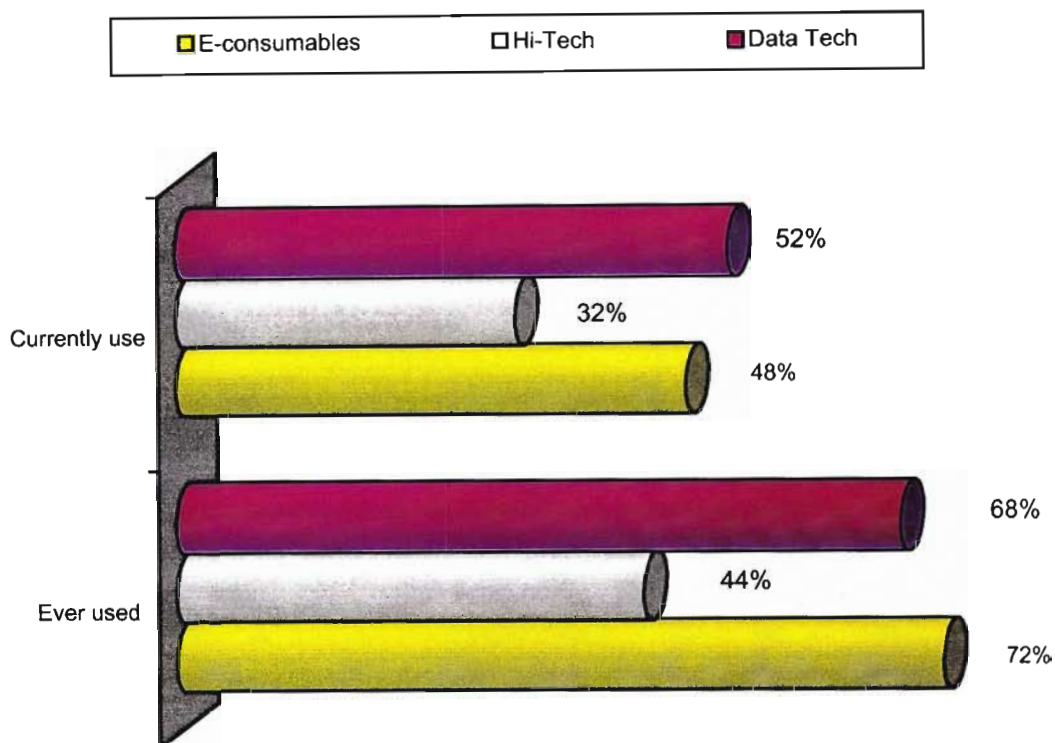


Figure 4.1: Previous and current use of E-consumables companies

4.4 Preferred Suppliers

E-Consumables did not fare very well in this category. Datatech was by far the most popular supplier. One can only assume that their strategic positioning in the CBD and industrial sites makes them gives them a distinct advantage over the other suppliers. As a follow on from the preferred supplier question E-Consumables was ranked amongst the more popular alternative suppliers.

4.5 Discontinued Suppliers

E-Consumables did not fare very highly in this category. As mentioned in Chapter 1.3 where suppliers lose about 10% of their customers every year, the results substantiate this trend. 16% of End Users stated that they no longer use E-Consumables.

4.6 Reasons For Using Particular Suppliers

In comparing E-Consumables with Datatech and Hitech, price, availability and speed of service were the common pluses as to why customers buy from the three

companies. Customer priority, credit facilities, reputation and community support were areas of potential weakness for E-Consumables.

4.7 Customer Dislikes

Customers came up with 3 (three) dislikes about E-Consumables being

- ❖ delays in delivering products,
- ❖ stock outs and
- ❖ dirty or untidy premises.

In relation to E-Consumables’ competitors, these dislikes do not make reasonable sense for the following reasons

- ❖ E-Consumables only has one branch or outlet in Zimbabwe. Datatech has a few, likewise Hitech has more than one outlet, but it was not listed as an E-Consumable dislike; and
- ❖ Datatech and Hitech are regarded as expensive but E-Consumables sells at market related prices just like most competitors; and
- ❖ E-Consumables tries to deliver orders within a 12 hour period. I.e. if the product is ordered in the morning delivery will be in the afternoon, and if ordered in the afternoon, delivery will be the following morning.

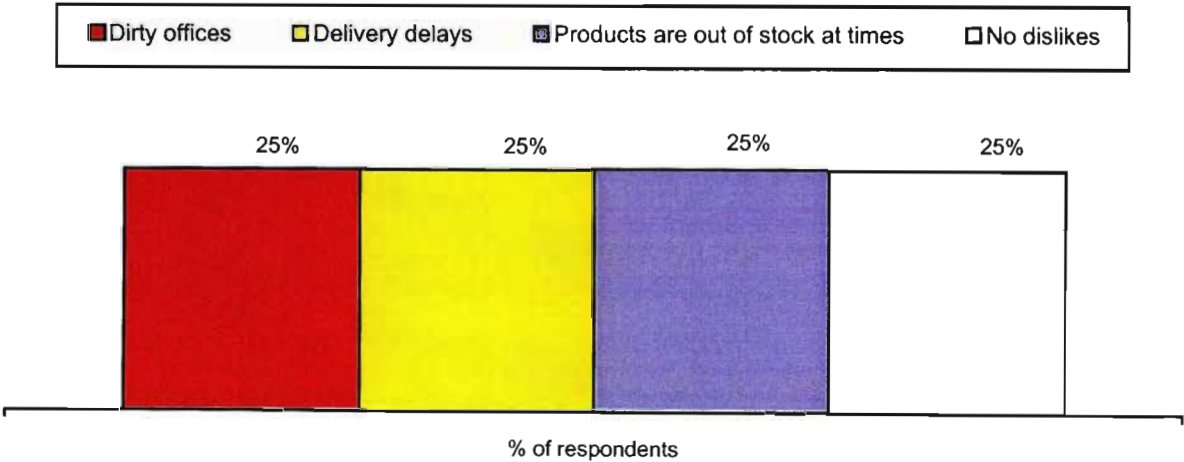


Figure 4.2: Dislikes about E-Consumables

4.8 Reasons For Stopping Buying From Suppliers

Most of the reasons raised could also be linked to section 4.6 above being

- ❖ Price
- ❖ Stock outs
- ❖ Limited branches
- ❖ Do not deliver, which would only be in exceptional circumstances

4.9 Range Of Products And Continued Likelihood Of Re-Ordering

These seemed to be very similar from supplier to supplier. There does, however, seem to be a trend to reduce spending on replacement PC's. Figure 4.3 shows us the range of products not being bought or replaced by Customers. This could be for a few reasons being

- ❖ Replacement cost
- ❖ Capex freeze
- ❖ Reduction of skills
- ❖ Reduced need for the latest IT resources available with the PC.

4.9.1 Replacement cost

Zimbabwe is currently in a severe inflationary driven environment coupled with a highly volatile local currency valued against the major currencies. Prices are changing almost daily and companies are opting to remain with what equipment they already have because they do not have the cash available to buy products at inflationary driven prices. (Officially inflation is currently running at marginally under 400% for July 2003, unofficially somewhere between 600 – 1000%. Currency has devalued on the parallel market from 2500:1 in July 2003 to 6000:1 in September 2003, and expected to rise to 10000:1 in October 2003 – all of these values are against the United States dollar)

4.9.2 Capex Freeze

In times of uncertainty, companies are holding back on capital expansion adopting more of a wait and see attitude. There are two schools of thought being

- ❖ Spend the money now because it is going to cost you more next time
- ❖ Rather put the money into your core business and grow the business trying to keep pace with inflation. A lot of this is done by stocking and selling product using the NIFO (next in first out) pricing policy

4.9.3 Reduction of Skills

Salaries are struggling to keep pace with inflation so in real terms people's earning power has gone backwards. There has been an exodus of skilled staff seeking and commanding higher salaries outside Zimbabwe. Companies are now having to replace from within and increase staff workloads to get by. This has reduced the burden of continually having to find additional equipment.

4.9.4 Reduced need for the latest IT resources available with the PC

IT manufacturers are forever producing new spec computers with additional features that normal users do not even require (e.g. increased hard drive capacity from 20GB to 40GB). Normal users do not need those additional resources and are tending to make do with what they have already.

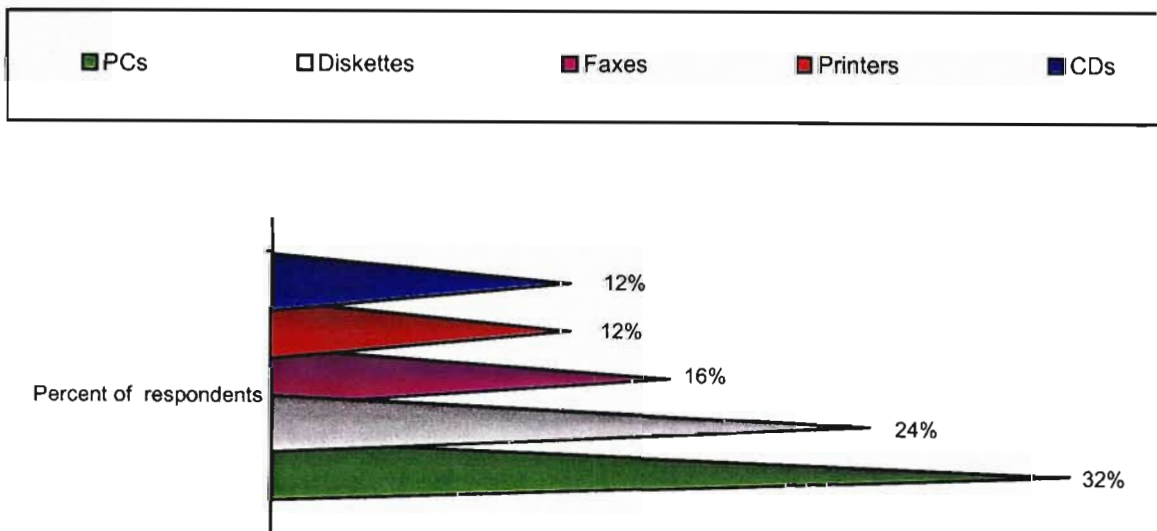


Figure 4.3: Products no longer being bought

The respondents were then asked to consider the products they were purchasing nowadays and to state their likelihood of purchasing each of those products in the future. A point system was adopted and a 1-5 scale used as follows

1=very unlikely 2=unlikely 3=Not sure 4=likely
5=very likely

Findings on this question were interpreted by use of mean scores as follows: The higher the mean score above 3.00 the more likely that the respondent will buy the product in future, while the lower the mean score below 3.00 the less likely that the product will be bought in future.

Table 4.1 illustrates the results.

Product	Mean score
Cartridges (Laser & inkjet)	3.38
Diskettes	2.60
CDs	2.13
Computer paper / bond paper	3.42
PCs	2.89
Printers	3.29
Scanners	3.75

Table 4.1: Likelihood of purchasing products in future

The table shows a high likelihood of the purchase of scanners (3.75), computer/bond paper (3.43) and cartridges (3.38). The future is not so bright however for the marketing of CDs (2.13), PCs (2.89) and diskettes (2.60).

4.10 Important Factors Required From The Supplier

Table 4a answers this question in the following order of priority

1	Products must always be available	84%
2	Fast Service	68%
3	Price	60%
4	Reputation	56%
5	Friendly Staff	20%
6	Good Reception Environment	20%
7	Branches country wide	20%

8	Service facilities/ Workshops	12%
9	Accessibility	8%
10	Registered Company	4% and
11	Quality	4%

This is showing us that Suppliers need to monitor and stock fast moving products all the time. This will reduce the level of stock outs to zero, except in exceptional circumstances. This does create a working capital requirement to cater for the increased level of stock holding. Coupled with this is the inflationary and exchange risk aspects, which means that one has to use the NILO method of costing in order for the supplier to be able to preserve working capital.

4.11 Suppliers Associated With Available Products

The suppliers names which were mentioned in relation to products always being available places E-Consumables second behind Datatech (19% against 42.9%). This shows a large gap between the two companies and it seems to affect the smaller customers more than the listed Corporates. One would assume that this relates to cash flow and the smaller companies not wanting to hold stationary stocks.

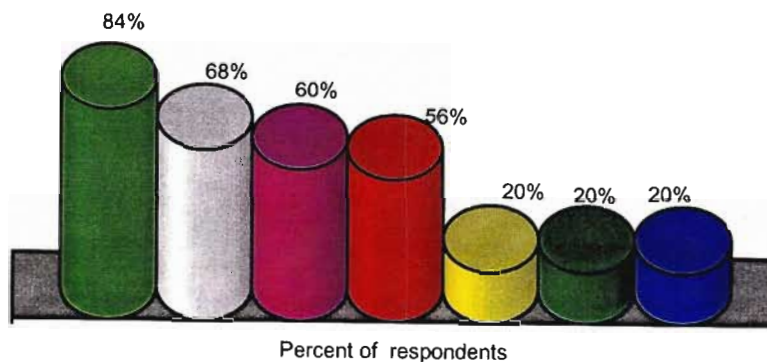
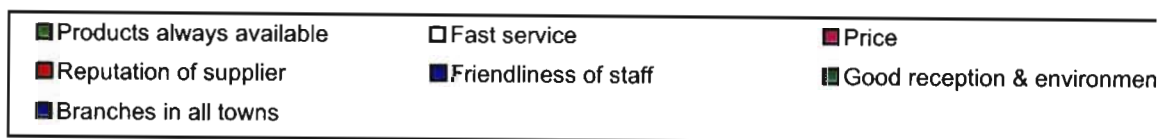


Figure 4.4: Factors considered when choosing supplier of E-Consumables

4.12 Summary

By sifting through the responses given by the 50 customers, one is able to pick at the relevant points that need attention. As stated in Chapter 1 the research project and the simulation of data now needs to be used to the benefit of E-Consumables thereby generating or stimulating sales and making it more aggressive and competitive in the market.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study has shown us that E-Consumables is regarded as one of the better players in providing a service in the IT industry. Like any maturing business there are always areas of weakness and opportunities, which need to be addressed.

These will be highlighted below with recommendations as to what strategic action plan E-Consumables could adapt in order to compete with the likes of Datatech.

5.2 Conclusion

Based on the findings and discussions the following conclusion is made:

- Data Tech was the company top of mind for most of the respondents followed by E-consumables and Hi-Tech. Third was Philpott & Collins and fourth SILTEK
- In terms of current use, these companies were still being patronized. There has however been a reduction in the patronage at these three companies.
- The research also established that consumers alternate their patronage around these top three companies (e-consumables, Data Tech & Hi-Tech) such that when service cannot be obtained from the one then the customers simply move on to the other.
- Many respondents who are regular customers of E-consumables' competitors said they would give E-consumables first consideration if they stopped dealing with their regular supplier
- Those who use Data Tech as their main supplier were asked why this was the case and they cited affordable prices and that the company

always had products in stock. The products were also said to be of high quality and that the company's serviced was reliable

- Regular customers of E-consumables said they patronise the company because of its affordable prices, speedy and quality service
- Patrons of Hi-Tech said they go for the company's constant availability of products and their zero deposit for trusted customers as well as their good customer care
- The exodus from E-consumables was said to be because of too many out of stock situations, expensive products and their failure to deliver products to customers
- The research further established that the same products as in the past were still being purchased currently
- The most important consideration for customers is constant availability of products followed by fast service. The third top consideration for the customers is price followed by the reputation of the supplier
- The researcher went on to ask the respondents to state the names of the suppliers who are known for having goods in stock always. Data Tech was the spontaneous response followed by E-consumables and Hi-Tech coming third.

5.3 Recommendations

The purpose of this study was to develop a body of knowledge that would add to the existing literature on marketing of computer consumables in order to assist in future decisions on the subject. Specific objectives were set for this study as summarized in Chapter 1 which are discussed more fully below.

5.3.1 Background of E-Consumables

E-Consumables is a company, which started just over three years ago with no capital. They bought and sold consumables utilising credit facilities offered by various suppliers. It was regarded as a marginal based business leveraging off it's holding company (Hire IT) for customers, administration assistance and transport. As its reputation grew, so did their client base, which although extremely narrow remained loyal and consistent with regular purchases from the company. E-Consumables was also able to grow by being almost the sole provider of equipment for Hire IT, which is focused on IT leasing. This was done on the basis of reduced margins and as a reciprocal arrangement Hire It was able to provide bridging finance, which was required occasionally for strategic stock, purchases. It's one huge limiting factor has been a policy decision from one of the major shareholders not to hold stock and in doing so reduced the need for increased working capital. This lack of working capital and the decision to only buy stock when needed, has helped to negotiate a large part of the inflationary driven need for increased capital, but has created the occasional stock out problem as noted in the results of the data survey.

5.3.2 Marketing/Sales

E-Consumables and for that matter Hire IT have not actively gone out and marketed their products. Typically, all business has been done by word of mouth referrals and repeat business. This is borne out by the narrow customer base, coupled with the size of permanent staff being two in number.

Strategies that can work for increased market presentation and awareness are:

- Advertising in the media
- Direct mail shots either by e-mail or flyers
- Billboard advertising
- Website development
- Increased alliances with both buyers and suppliers
- Specials on a regular basis/ keen pricing
- Fast efficient service
- Online ordering
- More cold calling or direct selling
- Increased stock holdings, wider range to reduce stock outs
- Strategic purchasing, direct importing to reduce purchasing costs

However, to be able to implement most of the above two other major issues need to be considered

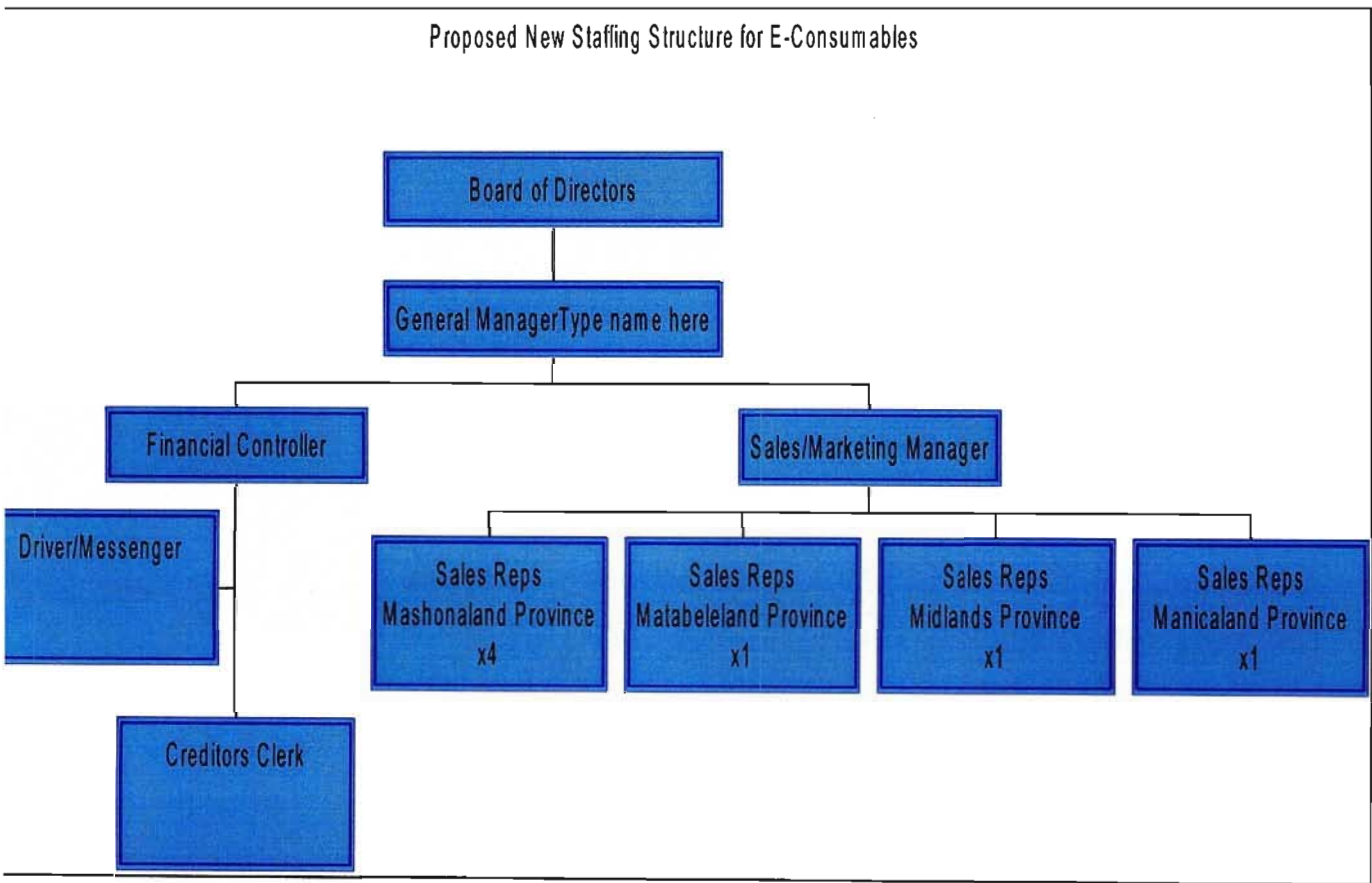
- Human resources
- Finance

5.3.3 Human Resources

E-Consumables has relied on two permanent members of staff and drawn from the administration resources of Hire IT. These resources have included a joint General Manager, Administration Manager, Bookkeeper, Creditors Clerk, Receptionist, Driver and Messenger. The premises have been sub-leased from the Hire IT, together with all the It infrastructure, such as PC's accounting systems, photocopiers, printers and faxes.

To expand and maximise on it's potential E-Consumables needs to increase it's staffing which might require a move to new premises. To run E-Consumables efficiently they will need to be run as an independent

organisation with a full time management team who can make decisions expediently (diagram 5.1 explains the proposed expansion).



5.3.4 Financial

E-Consumables has grown substantially over the last three years, even with a very small team. It has remained profitable and cash positive for its entire life averaging a NPBT of 18% turnover. This is substantially higher than most consumable companies currently operating in Zimbabwe, considering that 40% of business generated has been Inter-Company at a gross margin of 15%, equating to a nett margin of around 10%.

These figures show that E-Consumables is profitable and has potential, especially considering that they have grown in real terms basing sales and profits on the parallel United States dollars rate this time last year and applying the same factors this year.

In order to achieve the growth and expand there needs to be a huge capital injection either through Shareholders funds being injected or through borrowings, but then there is an interest rate to take into account. Proper budgets need to be prepared because there will be an increased expenditure through

- Capital purchases for IT, vehicles, furniture
- Increased overheads such as salaries and related remuneration's
- Website / marketing development and
- Increased stockholdings

5.4 Summary

Yes, E-Consumables is profitable and should be expanded. Finding decent capable staff will be problematic bearing in mind the skills shortage but teamwork is the key to the success factor of the organisation. Expanding E-Consumables will take it from its niche market into a more usable company but far outweighing the negatives are the positives and a desire to succeed.

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APPENDIX 1

GRADUATE SCHOOL OF BUSINESS

UNIVERSITY OF NATAL

Questionnaire

STRATEGY IDENTIFICATION STUDY

July 2003

My name is Ross Wallbridge, an MBA Third Year Student in the Graduate School of Business, University of Natal. I am currently conducting a Dissertation Research Study to investigate into the dynamics of the consumables market in Zimbabwe.

I would be most grateful if you could spare some time to answer this questionnaire. There are no wrong or right answers it is only your factual response that matters. All the information and views you give will be treated in strict confidence. Thank you in advance for your time and co-operation.

Questionnaire number.....

Name of enumerator.....Signature.....

Date.....

Respondent name & position:
Company name & address:
Telephone:
E-mail:

QUESTION 1

RECORD ANSWERS FOR Q1a – Q1h IN GRID BELOW

When I say Computer consumable company, which companies immediately come to mind?

Q1b FOR EACH COMPUTER CONSUMABLE COMPANY NOT MENTIONED IN Q1(a)

- (b) Have you ever heard of?(**MENTION COMPUTER CONSUMABLES COMPANY**)
- (c) Which of these Computer consumable companies have you ever dealt with?
- (d) Which of these Computer consumable companies are you currently using?
- (e) And of these Computer consumable companies (in d), which one would you say you deal with more regularly than any other? **ONLY ONE ANSWER**
- (f) If for any reason you cannot be attended to by your regular Computer consumable company, which other Computer consumable company would you use instead? **ONLY ONE ANSWER**
- (g) Can you please tell me which Computer consumable company, if any, you used to deal with as your regular Computer consumable company but stopped ? **ONLY ONE ANSWER.**
- (h) If you were to stop visiting your current regular Computer consumable company, which one would you switch to instead? **ONLY ONE ANSWER.**

	(a) SPONTANEOUS	ORDER	PROMPTED (b)	(c) EVER USED	(d) CURRENT	(e) REGULAR	(f) SUBSTITUTE	(g) LAPSED	(h) SWITCH TO
E-consumables	1		1	1	1	1	1	1	1
Data Tech	2		2	2	2	2	2	2	2
BAMM	3		3	3	3	3	3	3	3
PINZIM	4		4	4	4	4	4	4	4
Logical Solutions	5		5	5	5	5	5	5	5
Hi-Tech	6		6	6	6	6	6	6	6
Philpott & Collins	7		7	7	7	7	7	7	7
SILTEK (SSD)	8		8	8	8	8	8	8	8
Others (specify)	98		98	98	98	98	98	98	98
None	99		99	99	99	99	99	99	99

QUESTION 2

What are some of the main reasons why you use.....(**MENTIONED REGULAR COMPUTER CONSUMABLES COMPANY**) as your main computer consumables company?

What are some of the things that you dislike about.....(**MENTIONED REGULAR COMPUTER CONSUMABLES COMPANY**)

QUESTION 3

You said that you once used(**LAPSED REGULAR COMPUTER CONSUMABLES COMPANY**) as your main computer consumables company, why did you stop?

QUESTION 4

RECORD ANSWERS FOR Q4a – Q4e IN GRID BELOW

What products/services have you bought in the past from a computer consumables company?

- (b) Which of these products/services are you still purchasing nowadays?
- (c) Can you please tell me which, if any, products/services you used to buy from your regular Computer consumable company but have stopped? **MULTIPLE ANSWERS POSSIBLE**
- (d) On a scale of 1 to 5, where **1 means very unlikely and 5 means very likely**, which products/services are you likely to buy and what is the likelihood of you buying those products/services in the next 12 months? **WRITE IN SCORE ON IDENTIFIED PRODUCTS/SERVICES.**
- (e) What unique products/services would you want to see being sold by computer consumable companies but are currently not being sold?

	(a) EVER	NOWADAYS (b)	(c) LAPSED	(d) FUTURE ITP Write in score...	(e) UNIQUE NEW
Cartridges (Laser & inkjet)	1	1	1		1
Diskettes	2	2	2		2
CDs	3	3	3		3
Computer paper / bond paper	4	4	4		4
PCs	5	5	5		5
Printers	6	6	6		6
Scanners	7	7	7		7
Photocopiers	8	8	8		8
Faxes	9	9	9		9
Modems	10	10	10		10
Others (specify)	98	98	98		98
None	99	99	99		99

QUESTION 5

RECORD ANSWERS FOR Q5a – Q5c IN GRID BELOW

Now talking about suppliers of computer consumable products;

- Which are some of the most important factors you expect from the supplier that you decide to purchase from? What else? **PROBE FULLY**
- On a scale of 1 to 5 where **5 means very important and 1 means very unimportant**, what score would you give to ... **(EACH FACTOR MENTIONED IN Q5(a) ABOVE)**

c) Which supplier of consumables do you associate most with.....(EACH FACTOR MENTIONED IN Q5(a) ABOVE)

(a)
b)
(c)

	Factors	Ratings		DATEC	HIRE IT							Others
Fast service	1			1	2	3	4	5	6	7	8	98
Friendly staff	2			1	2	3	4	5	6	7	8	98
Products always available	4			1	2	3	4	5	6	7	8	98
Hardware service facilities	5			1	2	3	4	5	6	7	8	98
Reputation	6			1	2	3	4	5	6	7	8	98
Good reception & environment	7			1	2	3	4	5	6	7	8	98
Accessible location	8			1	2	3	4	5	6	7	8	98
Branches in all towns/areas	9			1	2	3	4	5	6	7	8	98
Others (specify)	98			98	98	98	98	98	98	98	98	98

QUESTION 6

What advice would you give to a consumables company like E-Consumables for it to perform better and to increase its competitiveness and market share?

DEMOGRAPHICS

CATEGORY

Large customer	1
Small customer	2

LENGTH OF TIME IN BUSINESS

Less than 5 yrs	1
5-10 years	2
Longer than 10 years	3

STATUS

Corporate non listed	1
Corporate listed	2
SME	3
Individual	4

APPENDIX II

Table 1a

Respondent Position within Organisation and Length of Service

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	50	26	24	14	20	16	28	22
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	52.0%	48.0%	28.0%	40.0%	32.0%	56.0%	44.0%
Cant say/not revealed	Count	14	10	4	4	2	8	10	4
	Col %	28.0%	38.5%	16.7%	28.6%	10.0%	50.0%	35.7%	18.2%
	Row %	100.0%	71.4%	28.6%	28.6%	14.3%	57.1%	71.4%	28.6%
Customer sales manager	Count	6	4	2	2	4	0	0	6
	Col %	12.0%	15.4%	8.3%	14.3%	20.0%	.0%	.0%	27.3%
	Row %	100.0%	66.7%	33.3%	33.3%	66.7%	.0%	.0%	100.0%
Customer service manager/retail	Count	4	4	0	2	2	0	2	2
	Col %	8.0%	15.4%	.0%	14.3%	10.0%	.0%	7.1%	9.1%
	Row %	100.0%	100.0%	.0%	50.0%	50.0%	.0%	50.0%	50.0%
Buyer	Count	4	0	4	0	2	2	4	0
	Col %	8.0%	.0%	16.7%	.0%	10.0%	12.5%	14.3%	.0%
	Row %	100.0%	.0%	100.0%	.0%	50.0%	50.0%	100.0%	.0%
Procurement manager	Count	4	2	2	0	0	4	2	2
	Col %	8.0%	7.7%	8.3%	.0%	.0%	25.0%	7.1%	9.1%
	Row %	100.0%	50.0%	50.0%	.0%	.0%	100.0%	50.0%	50.0%
Area manager	Count	2	0	2	2	0	0	0	2
	Col %	4.0%	.0%	8.3%	14.3%	.0%	.0%	.0%	9.1%
	Row %	100.0%	.0%	100.0%	100.0%	.0%	.0%	.0%	100.0%
Creditor	Count	2	0	2	2	0	0	0	2
	Col %	4.0%	.0%	8.3%	14.3%	.0%	.0%	.0%	9.1%
	Row %	100.0%	.0%	100.0%	100.0%	.0%	.0%	.0%	100.0%
Functions co-ordinator	Count	2	0	2	0	2	0	0	2
	Col %	4.0%	.0%	8.3%	.0%	10.0%	.0%	.0%	9.1%

Branch manager	Row %	100.0%	.0%	100.0%	.0%	100.0%	.0%	.0%	100.0%
	Count	2	0	2	2	0	0	0	2
	Col %	4.0%	.0%	8.3%	14.3%	.0%	.0%	.0%	9.1%
IT officer	Row %	100.0%	.0%	100.0%	100.0%	.0%	.0%	.0%	100.0%
	Count	2	0	2	0	2	0	2	0
	Col %	4.0%	.0%	8.3%	.0%	10.0%	.0%	7.1%	.0%
Stores manager	Row %	100.0%	.0%	100.0%	.0%	100.0%	.0%	100.0%	.0%
	Count	2	2	0	0	0	2	2	0
	Col %	4.0%	7.7%	.0%	.0%	.0%	12.5%	7.1%	.0%
Procurement division	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	100.0%	.0%
	Count	2	0	2	0	2	0	2	0
	Col %	4.0%	.0%	8.3%	.0%	10.0%	.0%	7.1%	.0%
Administration manager	Row %	100.0%	.0%	100.0%	.0%	100.0%	.0%	100.0%	.0%
	Count	2	2	0	0	2	0	2	0
	Col %	4.0%	7.7%	.0%	.0%	10.0%	.0%	7.1%	.0%
Purchasing manager	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%
	Count	2	2	0	0	2	0	2	0
	Col %	4.0%	7.7%	.0%	.0%	10.0%	.0%	7.1%	.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%

Table 1b

Q1a: When I say Computer Consumable company, which companies come into your mind?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		50	26	24	14	20	16	28	22
Data Tech	Count	36	18	18	6	14	16	26	10
	Col %	72%	69%	75%	43%	70%	100%	93%	45%
	Row %	100%	50%	50%	17%	39%	44%	72%	28%
E-consumables	Count	32	16	16	12	14	6	14	18
	Col %	64%	62%	67%	86%	70%	38%	50%	82%
	Row %	100%	50%	50%	38%	44%	19%	44%	56%
Hi-Tech	Count	32	18	14	10	12	10	14	18
	Col %	64%	69%	58%	71%	60%	63%	50%	82%
	Row %	100%	56%	44%	31%	38%	31%	44%	56%
Philpott & Collins	Count	16	12	4	8	4	4	6	10
	Col %	32%	46%	17%	57%	20%	25%	21%	45%
	Row %	100%	75%	25%	50%	25%	25%	38%	63%
SILTEK(SSD)	Count	16	8	8	4	4	8	14	2
	Col %	32%	31%	33%	29%	20%	50%	50%	9%
	Row %	100%	50%	50%	25%	25%	50%	88%	13%
PINZIM	Count	10	6	4	2	2	6	10	0
	Col %	20%	23%	17%	14%	10%	38%	36%	0%
	Row %	100%	60%	40%	20%	20%	60%	100%	0%
Logical Solutions	Count	2	2	0	2	0	0	0	2
	Col %	4%	8%	0%	14%	0%	0%	0%	9%
	Row %	100%	100%	0%	100%	0%	0%	0%	100%
Topflight	Count	2	2	0	0	2	0	2	0
	Col %	4%	8%	0%	0%	10%	0%	7%	0%
	Row %	100%	100%	0%	0%	100%	0%	100%	0%
NCR	Count	2	2	0	0	0	2	0	2

	Col %	4%	8%	0%	0%	0%	13%	0%	9%
	Row %	100%	100%	0%	0%	0%	100%	0%	100%
Fleximal Cassette Tech	Count	2	2	0	0	2	0	2	0
	Col %	4%	8%	0%	0%	10%	0%	7%	0%
MECA	Row %	100%	100%	0%	0%	100%	0%	100%	0%
	Count	2	0	2	0	0	2	2	0
	Col %	4%	0%	8%	0%	0%	13%	7%	0%
	Row %	100%	0%	100%	0%	0%	100%	100%	0%
Everbright	Count	2	0	2	0	0	2	2	0
	Col %	4%	0%	8%	0%	0%	13%	7%	0%
	Row %	100%	0%	100%	0%	0%	100%	100%	0%
	Count	2	0	2	0	0	2	2	0
Microware house	Col %	4%	0%	8%	0%	0%	13%	7%	0%
	Row %	100%	0%	100%	0%	0%	100%	100%	0%
Boisson Tech	Count	2	2	0	0	0	2	2	0
	Col %	4%	8%	0%	0%	0%	13%	7%	0%
	Row %	100%	100%	0%	0%	0%	100%	100%	0%

Table 1c

Q1b: Have you ever heard of?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		50	26	24	14	20	16	28	22
Logical Solutions	Count	22	10	12	4	10	8	12	10
	Col %	44%	38%	50%	29%	50%	50%	43%	45%
	Row %	100%	45%	55%	18%	45%	36%	55%	45%
Hi-Tech	Count	16	8	8	2	8	6	14	2
	Col %	32%	31%	33%	14%	40%	38%	50%	9%
	Row %	100%	50%	50%	13%	50%	38%	88%	13%
Philpott & Collins	Count	16	6	10	0	8	8	16	0
	Col %	32%	23%	42%	0%	40%	50%	57%	0%
	Row %	100%	38%	63%	0%	50%	50%	100%	0%
SILTEK(SSD)	Count	16	12	4	2	8	6	10	6
	Col %	32%	46%	17%	14%	40%	38%	36%	27%
	Row %	100%	75%	25%	13%	50%	38%	63%	38%
E-consumables	Count	12	6	6	2	4	6	8	4
	Col %	24%	23%	25%	14%	20%	38%	29%	18%
	Row %	100%	50%	50%	17%	33%	50%	67%	33%
Data Tech	Count	12	8	4	6	6	0	2	10
	Col %	24%	31%	17%	43%	30%	0%	7%	45%
	Row %	100%	67%	33%	50%	50%	0%	17%	83%
PINZIM	Count	12	8	4	2	6	4	4	8
	Col %	24%	31%	17%	14%	30%	25%	14%	36%
	Row %	100%	67%	33%	17%	50%	33%	33%	67%
BAMM	Count	8	4	4	0	2	6	6	2
	Col %	16%	15%	17%	0%	10%	38%	21%	9%
	Row %	100%	50%	50%	0%	25%	75%	75%	25%
None	Count	2	2	0	2	0	0	0	2

Col %	4%	8%	0%	14%	0%	0%	0%	9%
Row %	100%	100%	0%	100%	0%	0%	0%	100%

Table 1d

Q1c: Which of these computer consumable companies have you dealt with?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		50	26	24	14	20	16	28	22
E-consumables	Count	36	18	18	14	16	6	18	18
	Col %	72%	69%	75%	100%	80%	38%	64%	82%
	Row %	100%	50%	50%	39%	44%	17%	50%	50%
Data Tech	Count	34	18	16	8	14	12	22	12
	Col %	68%	69%	67%	57%	70%	75%	79%	55%
	Row %	100%	53%	47%	24%	41%	35%	65%	35%
Hi-Tech	Count	22	12	10	8	8	6	8	14
	Col %	44%	46%	42%	57%	40%	38%	29%	64%
	Row %	100%	55%	45%	36%	36%	27%	36%	64%
Logical Solutions	Count	14	10	4	4	4	6	8	6
	Col %	28%	38%	17%	29%	20%	38%	29%	27%
	Row %	100%	71%	29%	29%	29%	43%	57%	43%
PINZIM	Count	10	6	4	2	4	4	8	2
	Col %	20%	23%	17%	14%	20%	25%	29%	9%
	Row %	100%	60%	40%	20%	40%	40%	80%	20%
Philpott & Collins	Count	8	6	2	6	2	0	2	6
	Col %	16%	23%	8%	43%	10%	0%	7%	27%
	Row %	100%	75%	25%	75%	25%	0%	25%	75%
SILTEK(SSD)	Count	8	6	2	2	2	4	8	0
	Col %	16%	23%	8%	14%	10%	25%	29%	0%
	Row %	100%	75%	25%	25%	25%	50%	100%	0%
BAMM	Count	4	2	2	0	2	2	2	2

Topflight	Col %	8%	8%	8%	0%	10%	13%	7%	9%
	Row %	100%	50%	50%	0%	50%	50%	50%	50%
	Count	2	2	0	0	2	0	2	0
NCR	Col %	4%	8%	0%	0%	10%	0%	7%	0%
	Row %	100%	100%	0%	0%	100%	0%	100%	0%
	Count	2	2	0	0	0	2	0	2
Fleximal Cassette Tech	Col %	4%	8%	0%	0%	0%	13%	0%	9%
	Row %	100%	100%	0%	0%	0%	100%	0%	100%
	Count	2	2	0	0	2	0	2	0
MECA	Col %	4%	8%	0%	0%	10%	0%	7%	0%
	Row %	100%	100%	0%	0%	100%	0%	100%	0%
	Count	2	0	2	0	0	2	2	0
Everbright	Col %	4%	0%	8%	0%	0%	13%	7%	0%
	Row %	100%	0%	100%	0%	0%	100%	100%	0%
	Count	2	0	2	0	0	2	2	0
Boisson Tech	Col %	4%	0%	8%	0%	0%	13%	7%	0%
	Row %	100%	0%	100%	0%	0%	100%	100%	0%
	Count	2	2	0	0	0	2	2	0
None	Col %	4%	8%	0%	0%	0%	13%	7%	0%
	Row %	100%	100%	0%	0%	0%	100%	100%	0%
	Count	2	0	2	0	0	2	2	0
	Col %	4%	0%	8%	0%	0%	13%	7%	0%
	Row %	100%	0%	100%	0%	0%	100%	100%	0%

Table 1e

Q1d: Which of these computer consumable companies are you currently using?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		50	26	24	14	20	16	28	22
Data Tech	Count	26	12	14	8	10	8	14	12
	Col %	52%	46%	58%	57%	50%	50%	50%	55%
	Row %	100%	46%	54%	31%	38%	31%	54%	46%
E-consumables	Count	24	10	14	8	10	6	16	8
	Col %	48%	38%	58%	57%	50%	38%	57%	36%
	Row %	100%	42%	58%	33%	42%	25%	67%	33%
Hi-Tech	Count	16	8	8	8	6	2	2	14
	Col %	32%	31%	33%	57%	30%	13%	7%	64%
	Row %	100%	50%	50%	50%	38%	13%	13%	88%
SILTEK(SSD)	Count	10	6	4	2	2	6	10	0
	Col %	20%	23%	17%	14%	10%	38%	36%	0%
	Row %	100%	60%	40%	20%	20%	60%	100%	0%
PINZIM	Count	4	4	0	0	0	4	4	0
	Col %	8%	15%	0%	0%	0%	25%	14%	0%
	Row %	100%	100%	0%	0%	0%	100%	100%	0%
Philpott & Collins	Count	4	4	0	4	0	0	0	4
	Col %	8%	15%	0%	29%	0%	0%	0%	18%
	Row %	100%	100%	0%	100%	0%	0%	0%	100%
Topflight	Count	2	2	0	0	2	0	2	0
	Col %	4%	8%	0%	0%	10%	0%	7%	0%
	Row %	100%	100%	0%	0%	100%	0%	100%	0%
NCR	Count	2	2	0	0	0	2	0	2
	Col %	4%	8%	0%	0%	0%	13%	0%	9%
	Row %	100%	100%	0%	0%	0%	100%	0%	100%
Fleximal Cassette Tech	Count	2	2	0	0	2	0	2	0

Boisson Tech	Col %	4%	8%	0%	0%	10%	0%	7%	0%
	Row %	100%	100%	0%	0%	100%	0%	100%	0%
	Count	2	2	0	0	0	2	2	0
	Col %	4%	8%	0%	0%	0%	13%	7%	0%
None	Row %	100%	100%	0%	0%	0%	100%	100%	0%
	Count	2	0	2	0	0	2	2	0
	Col %	4%	0%	8%	0%	0%	13%	7%	0%
	Row %	100%	0%	100%	0%	0%	100%	100%	0%

Table 1f
any other?

Q1e: Of these computer consumable companies in Q1d above which one would you say you deal with more regularly than

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	50	26	24	14	20	16	28	22
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	52.0%	48.0%	28.0%	40.0%	32.0%	56.0%	44.0%
Data Tech	Count	24	12	12	6	10	8	14	10
	Col %	48.0%	46.2%	50.0%	42.9%	50.0%	50.0%	50.0%	45.5%
	Row %	100.0%	50.0%	50.0%	25.0%	41.7%	33.3%	58.3%	41.7%
E-consumables	Count	8	2	6	0	4	4	6	2
	Col %	16.0%	7.7%	25.0%	.0%	20.0%	25.0%	21.4%	9.1%
	Row %	100.0%	25.0%	75.0%	.0%	50.0%	50.0%	75.0%	25.0%
Hi-Tech	Count	6	2	4	4	2	0	0	6
	Col %	12.0%	7.7%	16.7%	28.6%	10.0%	.0%	.0%	27.3%
	Row %	100.0%	33.3%	66.7%	66.7%	33.3%	.0%	.0%	100.0%
Philpott & Collins	Count	4	4	0	4	0	0	0	4
	Col %	8.0%	15.4%	.0%	28.6%	.0%	.0%	.0%	18.2%
	Row %	100.0%	100.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
SILTEK(SSD)	Count	2	2	0	0	0	2	2	0
	Col %	4.0%	7.7%	.0%	.0%	.0%	12.5%	7.1%	.0%
	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	100.0%	.0%
Topflight	Count	2	2	0	0	2	0	2	0
	Col %	4.0%	7.7%	.0%	.0%	10.0%	.0%	7.1%	.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%
Fleximal	Count	2	2	0	0	2	0	2	0
Cassette Tech	Col %	4.0%	7.7%	.0%	.0%	10.0%	.0%	7.1%	.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%
MECA	Count	2	0	2	0	0	2	2	0

Col %	4.0%	.0%	8.3%	.0%	.0%	.0%	12.5%	7.1%	.0%
Row %	100.0%	.0%	100.0%	.0%	.0%	.0%	100.0%	100.0%	.0%

Table 1g

Q1f: If for any reason you cannot be attended to by your regular computer consumable company which other consumable company would you use instead?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	50	26	24	14	20	16	28	22
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	52.0%	48.0%	28.0%	40.0%	32.0%	56.0%	44.0%
E-consumables	Count	14	6	8	4	8	2	6	8
	Col %	28.0%	23.1%	33.3%	28.6%	40.0%	12.5%	21.4%	36.4%
	Row %	100.0%	42.9%	57.1%	28.6%	57.1%	14.3%	42.9%	57.1%
Data Tech	Count	10	4	6	2	4	4	8	2
	Col %	20.0%	15.4%	25.0%	14.3%	20.0%	25.0%	28.6%	9.1%
	Row %	100.0%	40.0%	60.0%	20.0%	40.0%	40.0%	80.0%	20.0%
Hi-Tech	Count	8	6	2	4	4	0	0	8
	Col %	16.0%	23.1%	8.3%	28.6%	20.0%	.0%	.0%	36.4%
	Row %	100.0%	75.0%	25.0%	50.0%	50.0%	.0%	.0%	100.0%
SILTEK(SSD)	Count	6	2	4	2	2	2	6	0
	Col %	12.0%	7.7%	16.7%	14.3%	10.0%	12.5%	21.4%	.0%
	Row %	100.0%	33.3%	66.7%	33.3%	33.3%	33.3%	100.0%	.0%
None	Count	4	0	4	2	0	2	2	2
	Col %	8.0%	.0%	16.7%	14.3%	.0%	12.5%	7.1%	9.1%
	Row %	100.0%	.0%	100.0%	50.0%	.0%	50.0%	50.0%	50.0%
PINZIM	Count	2	2	0	0	0	2	2	0
	Col %	4.0%	7.7%	.0%	.0%	.0%	12.5%	7.1%	.0%
	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	100.0%	.0%
Logical Solutions	Count	2	2	0	0	2	0	2	0
	Col %	4.0%	7.7%	.0%	.0%	10.0%	.0%	7.1%	.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%
NCR	Count	2	2	0	0	0	2	0	2

Boisson Tech	Col %	4.0%	7.7%	.0%	.0%	.0%	12.5%	.0%	9.1%
	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	.0%	100.0%
	Count	2	2	0	0	0	2	2	0
	Col %	4.0%	7.7%	.0%	.0%	.0%	12.5%	7.1%	.0%
	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	100.0%	.0%

Table 1h
stopped?

Q1g: Can you tell me which computer consumable company if any you used to deal with as your regular company but

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	50	26	24	14	20	16	28	22
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	52.0%	48.0%	28.0%	40.0%	32.0%	56.0%	44.0%
Hi-Tech	Count	14	8	6	4	4	6	8	6
	Col %	28.0%	30.8%	25.0%	28.6%	20.0%	37.5%	28.6%	27.3%
	Row %	100.0%	57.1%	42.9%	28.6%	28.6%	42.9%	57.1%	42.9%
E-consumables	Count	8	4	4	4	4	0	0	8
	Col %	16.0%	15.4%	16.7%	28.6%	20.0%	.0%	.0%	36.4%
	Row %	100.0%	50.0%	50.0%	50.0%	50.0%	.0%	.0%	100.0%
None	Count	8	4	4	0	6	2	8	0
	Col %	16.0%	15.4%	16.7%	.0%	30.0%	12.5%	28.6%	.0%
	Row %	100.0%	50.0%	50.0%	.0%	75.0%	25.0%	100.0%	.0%
SILTEK(SSD)	Count	6	6	0	0	2	4	4	2
	Col %	12.0%	23.1%	.0%	.0%	10.0%	25.0%	14.3%	9.1%
	Row %	100.0%	100.0%	.0%	.0%	33.3%	66.7%	66.7%	33.3%
Data Tech	Count	4	0	4	4	0	0	0	4
	Col %	8.0%	.0%	16.7%	28.6%	.0%	.0%	.0%	18.2%
	Row %	100.0%	.0%	100.0%	100.0%	.0%	.0%	.0%	100.0%
BAMM	Count	4	2	2	0	0	4	4	0
	Col %	8.0%	7.7%	8.3%	.0%	.0%	25.0%	14.3%	.0%
	Row %	100.0%	50.0%	50.0%	.0%	.0%	100.0%	100.0%	.0%
PINZIM	Count	4	2	2	2	2	0	2	2
	Col %	8.0%	7.7%	8.3%	14.3%	10.0%	.0%	7.1%	9.1%
	Row %	100.0%	50.0%	50.0%	50.0%	50.0%	.0%	50.0%	50.0%
Philpott & Collins	Count	2	0	2	0	2	0	2	0

Col %	4.0%	.0%	8.3%	.0%	10.0%	.0%	7.1%	.0%
Row %	100.0%	.0%	100.0%	.0%	100.0%	.0%	100.0%	.0%

Table 11

Q1h: If you were to stop dealing with your current consumable company which one would you switch to instead?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	50	26	24	14	20	16	28	22
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	52.0%	48.0%	28.0%	40.0%	32.0%	56.0%	44.0%
E-consumables	Count	18	10	8	6	10	2	6	12
	Col %	36.0%	38.5%	33.3%	42.9%	50.0%	12.5%	21.4%	54.5%
	Row %	100.0%	55.6%	44.4%	33.3%	55.6%	11.1%	33.3%	66.7%
Data Tech	Count	12	4	8	4	4	4	8	4
	Col %	24.0%	15.4%	33.3%	28.6%	20.0%	25.0%	28.6%	18.2%
	Row %	100.0%	33.3%	66.7%	33.3%	33.3%	33.3%	66.7%	33.3%
SILTEK(SSD)	Count	6	2	4	2	2	2	6	0
	Col %	12.0%	7.7%	16.7%	14.3%	10.0%	12.5%	21.4%	.0%
	Row %	100.0%	33.3%	66.7%	33.3%	33.3%	33.3%	100.0%	.0%
Hi-Tech	Count	4	2	2	2	2	0	0	4
	Col %	8.0%	7.7%	8.3%	14.3%	10.0%	.0%	.0%	18.2%
	Row %	100.0%	50.0%	50.0%	50.0%	50.0%	.0%	.0%	100.0%
None	Count	4	2	2	0	2	2	4	0
	Col %	8.0%	7.7%	8.3%	.0%	10.0%	12.5%	14.3%	.0%
	Row %	100.0%	50.0%	50.0%	.0%	50.0%	50.0%	100.0%	.0%
PINZIM	Count	2	2	0	0	0	2	2	0
	Col %	4.0%	7.7%	.0%	.0%	.0%	12.5%	7.1%	.0%
	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	100.0%	.0%
NCR	Count	2	2	0	0	0	2	0	2
	Col %	4.0%	7.7%	.0%	.0%	.0%	12.5%	.0%	9.1%
	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	.0%	100.0%
Boisson Tech	Count	2	2	0	0	0	2	2	0
	Col %	4.0%	7.7%	.0%	.0%	.0%	12.5%	7.1%	.0%

Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	100.0%	.0%
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Table 2a1 Q2a: What are some the main reasons why you use Data Tech?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		24	12	12	6	10	8	14	10
Their prices are affordable	Count	18	8	10	4	8	6	14	4
	Col %	75%	67%	83%	67%	80%	75%	100%	40%
	Row %	100%	44%	56%	22%	44%	33%	78%	22%
Their products are ever available	Count	6	4	2	4	2	0	0	6
	Col %	25%	33%	17%	67%	20%	0%	0%	60%
	Row %	100%	67%	33%	67%	33%	0%	0%	100%
Have good/high product quality	Count	6	4	2	0	2	4	6	0
	Col %	25%	33%	17%	0%	20%	50%	43%	0%
	Row %	100%	67%	33%	0%	33%	67%	100%	0%
Have a reliable service	Count	6	2	4	2	2	2	6	0
	Col %	25%	17%	33%	33%	20%	25%	43%	0%
	Row %	100%	33%	67%	33%	33%	33%	100%	0%
They have fast/quality service	Count	4	0	4	0	4	0	4	0
	Col %	17%	0%	33%	0%	40%	0%	29%	0%
	Row %	100%	0%	100%	0%	100%	0%	100%	0%
Have a good reputation	Count	4	2	2	0	2	2	4	0
	Col %	17%	17%	17%	0%	20%	25%	29%	0%
	Row %	100%	50%	50%	0%	50%	50%	100%	0%
Have good customer care	Count	2	0	2	0	2	0	0	2
	Col %	8%	0%	17%	0%	20%	0%	0%	20%
	Row %	100%	0%	100%	0%	100%	0%	0%	100%
They prioritize customers	Count	2	2	0	2	0	0	0	2

They have many offices in town	Col %	8%	17%	0%	33%	0%	0%	0%	20%
	Row %	100%	100%	0%	100%	0%	0%	0%	100%
	Count	2	0	2	2	0	0	0	2
Their products are durable	Col %	8%	0%	17%	33%	0%	0%	0%	20%
	Row %	100%	0%	100%	100%	0%	0%	0%	100%
	Count	2	2	0	0	2	0	0	2
Have a wide product range	Col %	8%	17%	0%	0%	20%	0%	0%	20%
	Row %	100%	100%	0%	0%	100%	0%	0%	100%
	Count	2	2	0	0	0	2	0	2
	Col %	8%	17%	0%	0%	0%	25%	0%	20%
	Row %	100%	100%	0%	0%	0%	100%	0%	100%

Table 2a2

Q2a: What are some the main reasons why you use E-consumables?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS		RESPONDENT STATUS	
			Large customer	Small customer	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		8	2	6	4	4	6	2
Their prices are affordable	Count	6	2	4	2	4	6	0
	Col %	75%	100%	67%	50%	100%	100%	0%
	Row %	100%	33%	67%	33%	67%	100%	0%
They have fast/quality service	Count	6	2	4	2	4	6	0
	Col %	75%	100%	67%	50%	100%	100%	0%
	Row %	100%	33%	67%	33%	67%	100%	0%
Their products are ever available	Count	2	0	2	2	0	0	2
	Col %	25%	0%	33%	50%	0%	0%	100%
	Row %	100%	0%	100%	100%	0%	0%	100%
Have good/high product quality	Count	2	0	2	0	2	2	0
	Col %	25%	0%	33%	0%	50%	33%	0%
	Row %	100%	0%	100%	0%	100%	100%	0%

Table 2a3 Q2a: What are some the main reasons why you use Hi-Tech?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS		RESPONDENT STATUS
			Large customer	Small customer	Less than 5 years	5 – 10 years	Corporate listed
1.00		6	2	4	4	2	6
Their products are ever available	Count	4	2	2	2	2	4
	Col %	67%	100%	50%	50%	100%	67%
	Row %	100%	50%	50%	50%	50%	100%
Sell their products at zero deposit to trusted customers	Count	2	0	2	2	0	2
	Col %	33%	0%	50%	50%	0%	33%
	Row %	100%	0%	100%	100%	0%	100%
Have good customer care	Count	2	0	2	2	0	2
	Col %	33%	0%	50%	50%	0%	33%
	Row %	100%	0%	100%	100%	0%	100%
Their prices are affordable	Count	2	2	0	0	2	2
	Col %	33%	100%	0%	0%	100%	33%
	Row %	100%	100%	0%	0%	100%	100%
Provide materials and support to community schools	Count	2	0	2	2	0	2
	Col %	33%	0%	50%	50%	0%	33%
	Row %	100%	0%	100%	100%	0%	100%

Table 2b1 Q2b: What are some the things that you dislike about Data Tech?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		24	12	12	6	10	8	14	10
None	Count	6	2	4	0	4	2	4	2
	Col %	25%	17%	33%	0%	40%	25%	29%	20%
	Row %	100%	33%	67%	0%	67%	33%	67%	33%
They have few branches	Count	4	4	0	2	2	0	0	4
	Col %	17%	33%	0%	33%	20%	0%	0%	40%
	Row %	100%	100%	0%	50%	50%	0%	0%	100%
They delay in delivering	Count	4	4	0	0	0	4	4	0
	Col %	17%	33%	0%	0%	0%	50%	29%	0%
	Row %	100%	100%	0%	0%	0%	100%	100%	0%
They are expensive	Count	2	0	2	2	0	0	0	2
	Col %	8%	0%	17%	33%	0%	0%	0%	20%
	Row %	100%	0%	100%	100%	0%	0%	0%	100%
Their offices are dirty/unpresentable	Count	2	0	2	0	2	0	0	2
	Col %	8%	0%	17%	0%	20%	0%	0%	20%
	Row %	100%	0%	100%	0%	100%	0%	0%	100%
Their products are at times unavailable/out of stock	Count	2	0	2	0	0	2	2	0
	Col %	8%	0%	17%	0%	0%	25%	14%	0%
	Row %	100%	0%	100%	0%	0%	100%	100%	0%
Their procedures are lengthy	Count	2	0	2	0	2	0	2	0
	Col %	8%	0%	17%	0%	20%	0%	14%	0%
	Row %	100%	0%	100%	0%	100%	0%	100%	0%
They offer low discounts	Count	2	2	0	2	0	0	2	0
	Col %	8%	17%	0%	33%	0%	0%	14%	0%
	Row %	100%	100%	0%	100%	0%	0%	100%	0%

Table 2b2

Q2b: What are some the things that you dislike about E-consumables?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS		RESPONDENT STATUS	
			Large customer	Small customer	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		8	2	6	4	4	6	2
Their offices are dirty/unpresentable	Count	2	0	2	2	0	0	2
	Col %	25%	0%	33%	50%	0%	0%	100%
	Row %	100%	0%	100%	100%	0%	0%	100%
They delay in delivering	Count	2	2	0	2	0	2	0
	Col %	25%	100%	0%	50%	0%	33%	0%
	Row %	100%	100%	0%	100%	0%	100%	0%
Their products are at times unavailable/out of stock	Count	2	0	2	0	2	2	0
	Col %	25%	0%	33%	0%	50%	33%	0%
	Row %	100%	0%	100%	0%	100%	100%	0%
None	Count	2	0	2	0	2	2	0
	Col %	25%	0%	33%	0%	50%	33%	0%
	Row %	100%	0%	100%	0%	100%	100%	0%

Table 2b3 Q2b: What are some the things that you dislike about Hi-Tech?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS		RESPOND ENT STATUS
			Large customer	Small customer	Less than 5 years	5 – 10 years	Corporate listed
1.00		6	2	4	4	2	6
Staff	Count	4	2	2	2	2	4
members	Col %	67%	100%	50%	50%	100%	67%
are not	Row %	100%	50%	50%	50%	50%	100%
friendly	Count	2	0	2	2	0	2
They are	Col %	33%	0%	50%	50%	0%	33%
expensive	Row %	100%	0%	100%	100%	0%	100%

Table 2c1

Q3a: You once used Hi-Tech as your main computer consumable company why did you stop using it?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		14	8	6	4	4	6	8	6
The products are very expensive	Count	8	2	6	2	2	4	6	2
	Col %	57%	25%	100%	50%	50%	67%	75%	33%
	Row %	100%	25%	75%	25%	25%	50%	75%	25%
Their products are not always there/unavailable	Count	8	8	0	4	2	2	2	6
	Col %	57%	100%	0%	100%	50%	33%	25%	100%
	Row %	100%	100%	0%	50%	25%	25%	25%	75%
The products are not durable	Count	2	2	0	0	2	0	0	2
	Col %	14%	25%	0%	0%	50%	0%	0%	33%
	Row %	100%	100%	0%	0%	100%	0%	0%	100%
Do not do annual promotions	Count	2	2	0	2	0	0	0	2
	Col %	14%	25%	0%	50%	0%	0%	0%	33%
	Row %	100%	100%	0%	100%	0%	0%	0%	100%
They do not give credit	Count	2	2	0	2	0	0	0	2
	Col %	14%	25%	0%	50%	0%	0%	0%	33%
	Row %	100%	100%	0%	100%	0%	0%	0%	100%
Delay in delivery	Count	2	0	2	0	0	2	2	0
	Col %	14%	0%	33%	0%	0%	33%	25%	0%
	Row %	100%	0%	100%	0%	0%	100%	100%	0%

Table 2c2

Q3a: You once used E-consumables as your main computer consumable company why did you stop using it?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS		RESPOND ENT STATUS
			Large customer	Small customer	Less than 5 years	5 – 10 years	Corporate listed
1.00		8	4	4	4	4	8
Their products are not always there/unavailable	Count	4	2	2	2	2	4
	Col %	50%	50%	50%	50%	50%	50%
	Row %	100%	50%	50%	50%	50%	100%
The products are very expensive	Count	2	2	0	0	2	2
	Col %	25%	50%	0%	0%	50%	25%
	Row %	100%	100%	0%	0%	100%	100%
They do not deliver products to customers	Count	2	2	0	2	0	2
	Col %	25%	50%	0%	50%	0%	25%
	Row %	100%	100%	0%	100%	0%	100%
Do not have customer care	Count	2	2	0	0	2	2
	Col %	25%	50%	0%	0%	50%	25%
	Row %	100%	100%	0%	0%	100%	100%
Have few branches	Count	2	0	2	2	0	2
	Col %	25%	0%	50%	50%	0%	25%
	Row %	100%	0%	100%	100%	0%	100%
Used it when we were under government credit scheme	Count	2	0	2	0	2	2
	Col %	25%	0%	50%	0%	50%	25%
	Row %	100%	0%	100%	0%	100%	100%
Their working place is not presentable	Count	2	0	2	2	0	2
	Col %	25%	0%	50%	50%	0%	25%
	Row %	100%	0%	100%	100%	0%	100%

Table 2c3 Q3a: You once used SILTEK as your main computer consumable company why did you stop using it?

		1.00	RESPOND ENT CATEGOR Y	LENGTH OF TIME IN BUSINESS		RESPONDENT STATUS	
			Large customer	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		6	6	2	4	4	2
The products are very expensive	Count	6	6	2	4	4	2
	Col %	100%	100%	100%	100%	100%	100%
	Row %	100%	100%	33%	67%	67%	33%
Have unreliable service	Count	2	2	0	2	0	2
	Col %	33%	33%	0%	50%	0%	100%
	Row %	100%	100%	0%	100%	0%	100%

Table 3a

Q4a: What products/services have you bought in the past from a computer consumables company?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		50	26	24	14	20	16	28	22
Computer paper/bond paper	Count	50	26	24	14	20	16	28	22
	Col %	100%	100%	100%	100%	100%	100%	100%	100%
	Row %	100%	52%	48%	28%	40%	32%	56%	44%
Diskettes	Count	48	26	22	12	20	16	28	20
	Col %	96%	100%	92%	86%	100%	100%	100%	91%
	Row %	100%	54%	46%	25%	42%	33%	58%	42%
Cartridges(Laser & inkjet)	Count	46	24	22	14	16	16	28	18
	Col %	92%	92%	92%	100%	80%	100%	100%	82%
	Row %	100%	52%	48%	30%	35%	35%	61%	39%
Printers	Count	38	22	16	12	12	14	24	14
	Col %	76%	85%	67%	86%	60%	88%	86%	64%
	Row %	100%	58%	42%	32%	32%	37%	63%	37%
CDs	Count	36	24	12	8	14	14	26	10
	Col %	72%	92%	50%	57%	70%	88%	93%	45%
	Row %	100%	67%	33%	22%	39%	39%	72%	28%
PCs	Count	36	22	14	6	14	16	28	8
	Col %	72%	85%	58%	43%	70%	100%	100%	36%
	Row %	100%	61%	39%	17%	39%	44%	78%	22%
Scanners	Count	26	18	8	8	6	12	18	8
	Col %	52%	69%	33%	57%	30%	75%	64%	36%
	Row %	100%	69%	31%	31%	23%	46%	69%	31%
Photocopiers	Count	18	10	8	8	8	2	8	10
	Col %	36%	38%	33%	57%	40%	13%	29%	45%
	Row %	100%	56%	44%	44%	44%	11%	44%	56%

Modems	Count	10	6	4	2	2	6	8	2
	Col %	20%	23%	17%	14%	10%	38%	29%	9%
	Row %	100%	60%	40%	20%	20%	60%	80%	20%
Faxes	Count	8	4	4	2	4	2	2	6
	Col %	16%	15%	17%	14%	20%	13%	7%	27%
	Row %	100%	50%	50%	25%	50%	25%	25%	75%
Hard drives	Count	2	2	0	0	0	2	2	0
	Col %	4%	8%	0%	0%	0%	13%	7%	0%
	Row %	100%	100%	0%	0%	0%	100%	100%	0%

Table 3b Q4b: Which of these products/services are you still purchasing nowadays?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		50	26	24	14	20	16	28	22
Computer paper/bond paper	Count	48	26	22	14	18	16	28	20
	Col %	96%	100%	92%	100%	90%	100%	100%	91%
	Row %	100%	54%	46%	29%	38%	33%	58%	42%
Diskettes	Count	40	24	16	8	16	16	28	12
	Col %	80%	92%	67%	57%	80%	100%	100%	55%
	Row %	100%	60%	40%	20%	40%	40%	70%	30%
Cartridges(Laser & inkjet)	Count	32	18	14	4	12	16	28	4
	Col %	64%	69%	58%	29%	60%	100%	100%	18%
	Row %	100%	56%	44%	13%	38%	50%	88%	13%
CDs	Count	30	18	12	4	12	14	26	4
	Col %	60%	69%	50%	29%	60%	88%	93%	18%
	Row %	100%	60%	40%	13%	40%	47%	87%	13%
PCs	Count	18	10	8	4	6	8	14	4
	Col %	36%	38%	33%	29%	30%	50%	50%	18%
	Row %	100%	56%	44%	22%	33%	44%	78%	22%
Printers	Count	18	10	8	2	6	10	14	4
	Col %	36%	38%	33%	14%	30%	63%	50%	18%
	Row %	100%	56%	44%	11%	33%	56%	78%	22%
Scanners	Count	16	10	6	2	4	10	14	2
	Col %	32%	38%	25%	14%	20%	63%	50%	9%
	Row %	100%	63%	38%	13%	25%	63%	88%	13%
Modems	Count	6	4	2	2	0	4	4	2
	Col %	12%	15%	8%	14%	0%	25%	14%	9%
	Row %	100%	67%	33%	33%	0%	67%	67%	33%

Photocopiers	Count	4	4	0	0	2	2	4	0
	Col %	8%	15%	0%	0%	10%	13%	14%	0%
	Row %	100%	100%	0%	0%	50%	50%	100%	0%
Faxes	Count	2	0	2	0	0	2	2	0
	Col %	4%	0%	8%	0%	0%	13%	7%	0%
	Row %	100%	0%	100%	0%	0%	100%	100%	0%
Hard drives	Count	2	2	0	0	0	2	2	0
	Col %	4%	8%	0%	0%	0%	13%	7%	0%
	Row %	100%	100%	0%	0%	0%	100%	100%	0%
Floppy diskettes	Count	2	2	0	0	0	2	2	0
	Col %	4%	8%	0%	0%	0%	13%	7%	0%
	Row %	100%	100%	0%	0%	0%	100%	100%	0%

Table 3c
stopped?

Q4c: Can you tell me which if any products/services you used to buy from your regular consumables company but you have

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		50	26	24	14	20	16	28	22
PCs	Count	16	8	8	0	6	10	16	0
	Col %	32%	31%	33%	0%	30%	63%	57%	0%
	Row %	100%	50%	50%	0%	38%	63%	100%	0%
Diskettes	Count	12	6	6	8	4	0	0	12
	Col %	24%	23%	25%	57%	20%	0%	0%	55%
	Row %	100%	50%	50%	67%	33%	0%	0%	100%
Cartridges(Laser & inkjet)	Count	10	6	4	8	0	2	0	10
	Col %	20%	23%	17%	57%	0%	13%	0%	45%
	Row %	100%	60%	40%	80%	0%	20%	0%	100%
Faxes	Count	8	4	4	0	8	0	4	4
	Col %	16%	15%	17%	0%	40%	0%	14%	18%
	Row %	100%	50%	50%	0%	100%	0%	50%	50%
CDs	Count	6	6	0	4	2	0	0	6
	Col %	12%	23%	0%	29%	10%	0%	0%	27%
	Row %	100%	100%	0%	67%	33%	0%	0%	100%
Printers	Count	6	0	6	0	4	2	4	2
	Col %	12%	0%	25%	0%	20%	13%	14%	9%
	Row %	100%	0%	100%	0%	67%	33%	67%	33%
Photocopiers	Count	6	2	4	0	6	0	4	2
	Col %	12%	8%	17%	0%	30%	0%	14%	9%
	Row %	100%	33%	67%	0%	100%	0%	67%	33%
None	Count	4	4	0	2	0	2	4	0
	Col %	8%	15%	0%	14%	0%	13%	14%	0%
	Row %	100%	100%	0%	50%	0%	50%	100%	0%

Scanners	Count											
	Col %											
	Row %											
		2	0	2	2	0	0	0	0	0	2	
		4%	0%	8%	14%	0%	0%	0%	0%	0%	9%	
		100%	0%	100%	100%	0%	0%	0%	0%	0%	100%	

Table 3d1

Q4d: Rating the likelihood of you buying computer/bond paper in the next 12 months?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	48	26	22	14	18	16	28	20
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	54.2%	45.8%	29.2%	37.5%	33.3%	58.3%	41.7%
Very likely	Count	18	12	6	8	8	2	4	14
	Col %	37.5%	46.2%	27.3%	57.1%	44.4%	12.5%	14.3%	70.0%
	Row %	100.0%	66.7%	33.3%	44.4%	44.4%	11.1%	22.2%	77.8%
Not sure	Count	14	4	10	0	6	8	12	2
	Col %	29.2%	15.4%	45.5%	.0%	33.3%	50.0%	42.9%	10.0%
	Row %	100.0%	28.6%	71.4%	.0%	42.9%	57.1%	85.7%	14.3%
Very unlikely	Count	8	4	4	4	0	4	4	4
	Col %	16.7%	15.4%	18.2%	28.6%	.0%	25.0%	14.3%	20.0%
	Row %	100.0%	50.0%	50.0%	50.0%	.0%	50.0%	50.0%	50.0%
Unlikely	Count	4	2	2	0	2	2	4	0
	Col %	8.3%	7.7%	9.1%	.0%	11.1%	12.5%	14.3%	.0%
	Row %	100.0%	50.0%	50.0%	.0%	50.0%	50.0%	100.0%	.0%
Likely	Count	4	4	0	2	2	0	4	0
	Col %	8.3%	15.4%	.0%	14.3%	11.1%	.0%	14.3%	.0%
	Row %	100.0%	100.0%	.0%	50.0%	50.0%	.0%	100.0%	.0%
Mean		3.42	3.69	3.09	3.71	3.89	2.63	3.00	4.00

Table 3d2 Q4d: Rating the likelihood of you buying diskettes in the next 12 months?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	40	24	16	8	16	16	28	12
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	60.0%	40.0%	20.0%	40.0%	40.0%	70.0%	30.0%
Not sure	Count	14	14	0	4	4	6	12	2
	Col %	35.0%	58.3%	.0%	50.0%	25.0%	37.5%	42.9%	16.7%
	Row %	100.0%	100.0%	.0%	28.6%	28.6%	42.9%	85.7%	14.3%
Unlikely	Count	12	2	10	0	6	6	12	0
	Col %	30.0%	8.3%	62.5%	.0%	37.5%	37.5%	42.9%	.0%
	Row %	100.0%	16.7%	83.3%	.0%	50.0%	50.0%	100.0%	.0%
Very unlikely	Count	8	4	4	0	4	4	4	4
	Col %	20.0%	16.7%	25.0%	.0%	25.0%	25.0%	14.3%	33.3%
	Row %	100.0%	50.0%	50.0%	.0%	50.0%	50.0%	50.0%	50.0%
Very likely	Count	6	4	2	4	2	0	0	6
	Col %	15.0%	16.7%	12.5%	50.0%	12.5%	.0%	.0%	50.0%
	Row %	100.0%	66.7%	33.3%	66.7%	33.3%	.0%	.0%	100.0%
Mean		2.60	2.92	2.13	4.00	2.38	2.13	2.29	3.33

Table 3d3

Q4d: Rating the likelihood of you buying cartridges (laser & inkjet) in the next 12 months?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	32	18	14	4	12	16	28	4
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	56.3%	43.8%	12.5%	37.5%	50.0%	87.5%	12.5%
Likely	Count	14	6	8	0	8	6	14	0
	Col %	43.8%	33.3%	57.1%	.0%	66.7%	37.5%	50.0%	.0%
	Row %	100.0%	42.9%	57.1%	.0%	57.1%	42.9%	100.0%	.0%
Unlikely	Count	6	6	0	2	2	2	4	2
	Col %	18.8%	33.3%	.0%	50.0%	16.7%	12.5%	14.3%	50.0%
	Row %	100.0%	100.0%	.0%	33.3%	33.3%	33.3%	66.7%	33.3%
Not sure	Count	6	4	2	0	2	4	6	0
	Col %	18.8%	22.2%	14.3%	.0%	16.7%	25.0%	21.4%	.0%
	Row %	100.0%	66.7%	33.3%	.0%	33.3%	66.7%	100.0%	.0%
Very likely	Count	4	2	2	2	0	2	2	2
	Col %	12.5%	11.1%	14.3%	50.0%	.0%	12.5%	7.1%	50.0%
	Row %	100.0%	50.0%	50.0%	50.0%	.0%	50.0%	50.0%	50.0%
Very unlikely	Count	2	0	2	0	0	2	2	0
	Col %	6.3%	.0%	14.3%	.0%	.0%	12.5%	7.1%	.0%
	Row %	100.0%	.0%	100.0%	.0%	.0%	100.0%	100.0%	.0%
Mean		3.38	3.22	3.57	3.50	3.50	3.25	3.36	3.50

Table 3d4

Q4d: Rating the likelihood of you buying CDs in the next 12 months?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	30	18	12	4	12	14	26	4
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	60.0%	40.0%	13.3%	40.0%	46.7%	86.7%	13.3%
Very unlikely	Count	12	6	6	2	8	2	12	0
	Col %	40.0%	33.3%	50.0%	50.0%	66.7%	14.3%	46.2%	.0%
	Row %	100.0%	50.0%	50.0%	16.7%	66.7%	16.7%	100.0%	.0%
Not sure	Count	8	6	2	2	2	4	4	4
	Col %	26.7%	33.3%	16.7%	50.0%	16.7%	28.6%	15.4%	100.0%
	Row %	100.0%	75.0%	25.0%	25.0%	25.0%	50.0%	50.0%	50.0%
Unlikely	Count	6	4	2	0	0	6	6	0
	Col %	20.0%	22.2%	16.7%	.0%	.0%	42.9%	23.1%	.0%
	Row %	100.0%	66.7%	33.3%	.0%	.0%	100.0%	100.0%	.0%
Likely	Count	4	2	2	0	2	2	4	0
	Col %	13.3%	11.1%	16.7%	.0%	16.7%	14.3%	15.4%	.0%
	Row %	100.0%	50.0%	50.0%	.0%	50.0%	50.0%	100.0%	.0%
Mean		2.13	2.22	2.00	2.00	1.83	2.43	2.00	3.00

Table 3d5

Q4d: Rating the likelihood of you buying PCs in the next 12 months?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	18	10	8	4	6	8	14	4
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	55.6%	44.4%	22.2%	33.3%	44.4%	77.8%	22.2%
Not sure	Count	12	4	8	2	4	6	8	4
	Col %	66.7%	40.0%	100.0%	50.0%	66.7%	75.0%	57.1%	100.0%
	Row %	100.0%	33.3%	66.7%	16.7%	33.3%	50.0%	66.7%	33.3%
Very unlikely	Count	2	2	0	0	0	2	2	0
	Col %	11.1%	20.0%	.0%	.0%	.0%	25.0%	14.3%	.0%
	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	100.0%	.0%
Unlikely	Count	2	2	0	0	2	0	2	0
	Col %	11.1%	20.0%	.0%	.0%	33.3%	.0%	14.3%	.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%
Very likely	Count	2	2	0	2	0	0	2	0
	Col %	11.1%	20.0%	.0%	50.0%	.0%	.0%	14.3%	.0%
	Row %	100.0%	100.0%	.0%	100.0%	.0%	.0%	100.0%	.0%
Mean		2.89	2.80	3.00	4.00	2.67	2.50	2.86	3.00

Table 3d6

Q4d: Rating the likelihood of you buying Printers in the next 12 months?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	18	10	8	2	6	10	14	4
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	55.6%	44.4%	11.1%	33.3%	55.6%	77.8%	22.2%
Not sure	Count	6	4	2	2	0	4	6	0
	Col %	42.9%	40.0%	50.0%	100.0%	.0%	50.0%	50.0%	.0%
	Row %	100.0%	66.7%	33.3%	33.3%	.0%	66.7%	100.0%	.0%
Likely	Count	4	4	0	0	0	4	2	2
	Col %	28.6%	40.0%	.0%	.0%	.0%	50.0%	16.7%	100.0%
	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	50.0%	50.0%
Very unlikely	Count	2	2	0	0	2	0	2	0
	Col %	14.3%	20.0%	.0%	.0%	50.0%	.0%	16.7%	.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%
Very likely	Count	2	0	2	0	2	0	2	0
	Col %	14.3%	.0%	50.0%	.0%	50.0%	.0%	16.7%	.0%
	Row %	100.0%	.0%	100.0%	.0%	100.0%	.0%	100.0%	.0%
Mean		3.29	3.00	4.00	3.00	3.00	3.50	3.17	4.00

Table 3d7

Q4d: Rating the likelihood of you buying scanners in the next 12 months?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	16	10	6	2	4	10	14	2
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	62.5%	37.5%	12.5%	25.0%	62.5%	87.5%	12.5%
Not sure	Count	10	6	4	2	4	4	10	0
	Col %	62.5%	60.0%	66.7%	100.0%	100.0%	40.0%	71.4%	.0%
	Row %	100.0%	60.0%	40.0%	20.0%	40.0%	40.0%	100.0%	.0%
Very likely	Count	6	4	2	0	0	6	4	2
	Col %	37.5%	40.0%	33.3%	.0%	.0%	60.0%	28.6%	100.0%
	Row %	100.0%	66.7%	33.3%	.0%	.0%	100.0%	66.7%	33.3%
Mean		3.75	3.80	3.67	3.00	3.00	4.20	3.57	5.00

Table 4a

Q5a: Which are the most important factors you expect from the supplier that you decide to purchase from?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		50	26	24	14	20	16	28	22
Products always available	Count	42	24	18	10	16	16	26	16
	Col %	84%	92%	75%	71%	80%	100%	93%	73%
	Row %	100%	57%	43%	24%	38%	38%	62%	38%
Fast service	Count	34	14	20	6	16	12	22	12
	Col %	68%	54%	83%	43%	80%	75%	79%	55%
	Row %	100%	41%	59%	18%	47%	35%	65%	35%
Price	Count	30	16	14	2	12	16	26	4
	Col %	60%	62%	58%	14%	60%	100%	93%	18%
	Row %	100%	53%	47%	7%	40%	53%	87%	13%
Reputation	Count	28	12	16	2	14	12	24	4
	Col %	56%	46%	67%	14%	70%	75%	86%	18%
	Row %	100%	43%	57%	7%	50%	43%	86%	14%
Friendly staff	Count	10	4	6	6	4	0	0	10
	Col %	20%	15%	25%	43%	20%	0%	0%	45%
	Row %	100%	40%	60%	60%	40%	0%	0%	100%
Good reception environment	Count	10	4	6	6	4	0	2	8
	Col %	20%	15%	25%	43%	20%	0%	7%	36%
	Row %	100%	40%	60%	60%	40%	0%	20%	80%
Branches in all towns	Count	10	6	4	6	4	0	0	10
	Col %	20%	23%	17%	43%	20%	0%	0%	45%
	Row %	100%	60%	40%	60%	40%	0%	0%	100%
Hardware service facilities	Count	6	2	4	4	2	0	0	6
	Col %	12%	8%	17%	29%	10%	0%	0%	27%
	Row %	100%	33%	67%	67%	33%	0%	0%	100%
Accessible location	Count	4	2	2	0	2	2	2	2

Registered company	Col %	8%	8%	8%	0%	10%	13%	7%	9%
	Row %	100%	50%	50%	0%	50%	50%	50%	50%
	Count	2	2	0	0	2	0	2	0
	Col %	4%	8%	0%	0%	10%	0%	7%	0%
Quality	Row %	100%	100%	0%	0%	100%	0%	100%	0%
	Count	2	2	0	0	2	0	2	0
	Col %	4%	8%	0%	0%	10%	0%	7%	0%
	Row %	100%	100%	0%	0%	100%	0%	100%	0%

Table 4b1

Q5b: Rating the importance of products always available as a decisive factor to purchase from a supplier?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	42	24	18	10	16	16	26	16
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	57.1%	42.9%	23.8%	38.1%	38.1%	61.9%	38.1%
Not sure	Count	14	10	4	0	4	10	12	2
	Col %	33.3%	41.7%	22.2%	.0%	25.0%	62.5%	46.2%	12.5%
	Row %	100.0%	71.4%	28.6%	.0%	28.6%	71.4%	85.7%	14.3%
Very important'	Count	12	8	4	6	6	0	0	12
	Col %	28.6%	33.3%	22.2%	60.0%	37.5%	.0%	.0%	75.0%
	Row %	100.0%	66.7%	33.3%	50.0%	50.0%	.0%	.0%	100.0%
Unimportant	Count	10	6	4	4	0	6	8	2
	Col %	23.8%	25.0%	22.2%	40.0%	.0%	37.5%	30.8%	12.5%
	Row %	100.0%	60.0%	40.0%	40.0%	.0%	60.0%	80.0%	20.0%
Important	Count	6	0	6	0	6	0	6	0
	Col %	14.3%	.0%	33.3%	.0%	37.5%	.0%	23.1%	.0%
	Row %	100.0%	.0%	100.0%	.0%	100.0%	.0%	100.0%	.0%
Mean		3.48	3.42	3.56	3.80	4.13	2.63	2.92	4.38

Table 4b2

Q5b: Rating the importance of fast service as a decisive factor to purchase from a supplier?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	34	14	20	6	16	12	22	12
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	41.2%	58.8%	17.6%	47.1%	35.3%	64.7%	35.3%
Unimportant	Count	10	8	2	0	4	6	8	2
	Col %	29.4%	57.1%	10.0%	.0%	25.0%	50.0%	36.4%	16.7%
	Row %	100.0%	80.0%	20.0%	.0%	40.0%	60.0%	80.0%	20.0%
Not sure	Count	10	2	8	2	6	2	10	0
	Col %	29.4%	14.3%	40.0%	33.3%	37.5%	16.7%	45.5%	.0%
	Row %	100.0%	20.0%	80.0%	20.0%	60.0%	20.0%	100.0%	.0%
Very important'	Count	8	2	6	4	4	0	0	8
	Col %	23.5%	14.3%	30.0%	66.7%	25.0%	.0%	.0%	66.7%
	Row %	100.0%	25.0%	75.0%	50.0%	50.0%	.0%	.0%	100.0%
Important	Count	4	2	2	0	0	4	4	0
	Col %	11.8%	14.3%	10.0%	.0%	.0%	33.3%	18.2%	.0%
	Row %	100.0%	50.0%	50.0%	.0%	.0%	100.0%	100.0%	.0%
Very unimportant	Count	2	0	2	0	2	0	0	2
	Col %	5.9%	.0%	10.0%	.0%	12.5%	.0%	.0%	16.7%
	Row %	100.0%	.0%	100.0%	.0%	100.0%	.0%	.0%	100.0%
Mean		3.18	2.86	3.40	4.33	3.00	2.83	2.82	3.83

Table 4b3

Q5b: Rating the importance of price as a decisive factor to purchase from a supplier?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	30	16	14	2	12	16	26	4
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	53.3%	46.7%	6.7%	40.0%	53.3%	86.7%	13.3%
Very unimportant	Count	12	10	2	0	6	6	10	2
	Col %	40.0%	62.5%	14.3%	.0%	50.0%	37.5%	38.5%	50.0%
	Row %	100.0%	83.3%	16.7%	.0%	50.0%	50.0%	83.3%	16.7%
Unimportant	Count	10	2	8	0	6	4	10	0
	Col %	33.3%	12.5%	57.1%	.0%	50.0%	25.0%	38.5%	.0%
	Row %	100.0%	20.0%	80.0%	.0%	60.0%	40.0%	100.0%	.0%
Important	Count	6	2	4	0	0	6	6	0
	Col %	20.0%	12.5%	28.6%	.0%	.0%	37.5%	23.1%	.0%
	Row %	100.0%	33.3%	66.7%	.0%	.0%	100.0%	100.0%	.0%
Very important'	Count	2	2	0	2	0	0	0	2
	Col %	6.7%	12.5%	.0%	100.0%	.0%	.0%	.0%	50.0%
	Row %	100.0%	100.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
Mean		2.20	2.00	2.43	5.00	1.50	2.38	2.08	3.00

Table 4b4

Q5b: Rating the importance of reputation as a decisive factor to purchase from a supplier?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	28	12	16	2	14	12	24	4
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	42.9%	57.1%	7.1%	50.0%	42.9%	85.7%	14.3%
Very unimportant	Count	19	6	13	0	10	9	17	2
	Col %	67.9%	50.0%	81.3%	.0%	71.4%	75.0%	70.8%	50.0%
	Row %	100.0%	31.6%	68.4%	.0%	52.6%	47.4%	89.5%	10.5%
Very important'	Count	4	2	2	0	2	2	2	2
	Col %	14.3%	16.7%	12.5%	.0%	14.3%	16.7%	8.3%	50.0%
	Row %	100.0%	50.0%	50.0%	.0%	50.0%	50.0%	50.0%	50.0%
Not sure	Count	2	1	1	0	1	1	2	0
	Col %	7.1%	8.3%	6.3%	.0%	7.1%	8.3%	8.3%	.0%
	Row %	100.0%	50.0%	50.0%	.0%	50.0%	50.0%	100.0%	.0%
Important	Count	2	2	0	2	0	0	2	0
	Col %	7.1%	16.7%	.0%	100.0%	.0%	.0%	8.3%	.0%
	Row %	100.0%	100.0%	.0%	100.0%	.0%	.0%	100.0%	.0%
Unimportant	Count	1	1	0	0	1	0	1	0
	Col %	3.6%	8.3%	.0%	.0%	7.1%	.0%	4.2%	.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%
Mean		1.92	2.40	1.57	4.00	1.67	1.80	1.70	3.00

Table 4c1

Q5c: Which supplier do you associate most with product always available?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	42	24	18	10	16	16	26	16
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	57.1%	42.9%	23.8%	38.1%	38.1%	61.9%	38.1%
Data Tech	Count	18	10	8	2	8	8	12	6
	Col %	42.9%	41.7%	44.4%	20.0%	50.0%	50.0%	46.2%	37.5%
	Row %	100.0%	55.6%	44.4%	11.1%	44.4%	44.4%	66.7%	33.3%
E-consumables	Count	8	2	6	0	4	4	6	2
	Col %	19.0%	8.3%	33.3%	.0%	25.0%	25.0%	23.1%	12.5%
	Row %	100.0%	25.0%	75.0%	.0%	50.0%	50.0%	75.0%	25.0%
Hi-Tech	Count	4	2	2	2	2	0	0	4
	Col %	9.5%	8.3%	11.1%	20.0%	12.5%	.0%	.0%	25.0%
	Row %	100.0%	50.0%	50.0%	50.0%	50.0%	.0%	.0%	100.0%
Philpott & Collins	Count	4	4	0	4	0	0	0	4
	Col %	9.5%	16.7%	.0%	40.0%	.0%	.0%	.0%	25.0%
	Row %	100.0%	100.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
PINZIM	Count	2	2	0	2	0	0	2	0
	Col %	4.8%	8.3%	.0%	20.0%	.0%	.0%	7.7%	.0%
	Row %	100.0%	100.0%	.0%	100.0%	.0%	.0%	100.0%	.0%
SILTEK(SSD)	Count	2	2	0	0	0	2	2	0
	Col %	4.8%	8.3%	.0%	.0%	.0%	12.5%	7.7%	.0%
	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	100.0%	.0%
Topflight	Count	2	2	0	0	2	0	2	0
	Col %	4.8%	8.3%	.0%	.0%	12.5%	.0%	7.7%	.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%
MECA	Count	2	0	2	0	0	2	2	0
	Col %	4.8%	.0%	11.1%	.0%	.0%	12.5%	7.7%	.0%

Row %	100.0%	.0%	100.0%	.0%	100.0%	.0%	100.0%	100.0%	.0%
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Table 4c1

Q5c: Which supplier do you associate most with product always available?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	42	24	18	10	16	16	26	16
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	57.1%	42.9%	23.8%	38.1%	38.1%	61.9%	38.1%
Data Tech	Count	18	10	8	2	8	8	12	6
	Col %	42.9%	41.7%	44.4%	20.0%	50.0%	50.0%	46.2%	37.5%
	Row %	100.0%	55.6%	44.4%	11.1%	44.4%	44.4%	66.7%	33.3%
E-consumables	Count	8	2	6	0	4	4	6	2
	Col %	19.0%	8.3%	33.3%	.0%	25.0%	25.0%	23.1%	12.5%
	Row %	100.0%	25.0%	75.0%	.0%	50.0%	50.0%	75.0%	25.0%
Hi-Tech	Count	4	2	2	2	2	0	0	4
	Col %	9.5%	8.3%	11.1%	20.0%	12.5%	.0%	.0%	25.0%
	Row %	100.0%	50.0%	50.0%	50.0%	50.0%	.0%	.0%	100.0%
Philpott & Collins	Count	4	4	0	4	0	0	0	4
	Col %	9.5%	16.7%	.0%	40.0%	.0%	.0%	.0%	25.0%
	Row %	100.0%	100.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
PINZIM	Count	2	2	0	2	0	0	2	0
	Col %	4.8%	8.3%	.0%	20.0%	.0%	.0%	7.7%	.0%
	Row %	100.0%	100.0%	.0%	100.0%	.0%	.0%	100.0%	.0%
SILTEK(SSD)	Count	2	2	0	0	0	2	2	0
	Col %	4.8%	8.3%	.0%	.0%	.0%	12.5%	7.7%	.0%
	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	100.0%	.0%
Topflight	Count	2	2	0	0	2	0	2	0
	Col %	4.8%	8.3%	.0%	.0%	12.5%	.0%	7.7%	.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%
MECA	Count	2	0	2	0	0	2	2	0
	Col %	4.8%	.0%	11.1%	.0%	.0%	12.5%	7.7%	.0%

Row %	100.0%	.0%	100.0%	.0%	.0%	100.0%	100.0%	100.0%	.0%
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Table 4c3

Q5c: Which supplier do you associate most with price?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	30	16	14	2	12	16	26	4
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	53.3%	46.7%	6.7%	40.0%	53.3%	86.7%	13.3%
Data Tech	Count	14	6	8	0	6	8	12	2
	Col %	46.7%	37.5%	57.1%	.0%	50.0%	50.0%	46.2%	50.0%
	Row %	100.0%	42.9%	57.1%	.0%	42.9%	57.1%	85.7%	14.3%
E-consumables	Count	6	2	4	0	2	4	6	0
	Col %	20.0%	12.5%	28.6%	.0%	16.7%	25.0%	23.1%	.0%
	Row %	100.0%	33.3%	66.7%	.0%	33.3%	66.7%	100.0%	.0%
Philpott & Collins	Count	2	2	0	2	0	0	0	2
	Col %	6.7%	12.5%	.0%	100.0%	.0%	.0%	.0%	50.0%
	Row %	100.0%	100.0%	.0%	100.0%	.0%	.0%	.0%	100.0%
SILTEK(SSD)	Count	2	2	0	0	0	2	2	0
	Col %	6.7%	12.5%	.0%	.0%	.0%	12.5%	7.7%	.0%
	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	100.0%	.0%
Topflight	Count	2	2	0	0	2	0	2	0
	Col %	6.7%	12.5%	.0%	.0%	16.7%	.0%	7.7%	.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%
Fleximal Cassette Tech	Count	2	2	0	0	2	0	2	0
	Col %	6.7%	12.5%	.0%	.0%	16.7%	.0%	7.7%	.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%
Everbright	Count	2	0	2	0	0	2	2	0
	Col %	6.7%	.0%	14.3%	.0%	.0%	12.5%	7.7%	.0%
	Row %	100.0%	.0%	100.0%	.0%	.0%	100.0%	100.0%	.0%

Table 4c4

Q5c: Which supplier do you associate most with reputation?

			RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	28	12	16	2	14	12	24	4
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	42.9%	57.1%	7.1%	50.0%	42.9%	85.7%	14.3%
Data Tech	Count	10	2	8	0	8	2	10	0
	Col %	35.7%	16.7%	50.0%	.0%	57.1%	16.7%	41.7%	.0%
	Row %	100.0%	20.0%	80.0%	.0%	80.0%	20.0%	100.0%	.0%
E-consumables	Count	8	2	6	0	2	6	6	2
	Col %	28.6%	16.7%	37.5%	.0%	14.3%	50.0%	25.0%	50.0%
	Row %	100.0%	25.0%	75.0%	.0%	25.0%	75.0%	75.0%	25.0%
Hi-Tech	Count	2	2	0	0	2	0	0	2
	Col %	7.1%	16.7%	.0%	.0%	14.3%	.0%	.0%	50.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	.0%	100.0%
SILTEK(SSD)	Count	2	2	0	2	0	0	2	0
	Col %	7.1%	16.7%	.0%	100.0%	.0%	.0%	8.3%	.0%
	Row %	100.0%	100.0%	.0%	100.0%	.0%	.0%	100.0%	.0%
NCR	Count	2	2	0	0	0	2	2	0
	Col %	7.1%	16.7%	.0%	.0%	.0%	16.7%	8.3%	.0%
	Row %	100.0%	100.0%	.0%	.0%	.0%	100.0%	100.0%	.0%
Fleximal Cassette Tech	Count	2	2	0	0	2	0	2	0
	Col %	7.1%	16.7%	.0%	.0%	14.3%	.0%	8.3%	.0%
	Row %	100.0%	100.0%	.0%	.0%	100.0%	.0%	100.0%	.0%
MECA	Count	2	0	2	0	0	2	2	0
	Col %	7.1%	.0%	12.5%	.0%	.0%	16.7%	8.3%	.0%
	Row %	100.0%	.0%	100.0%	.0%	.0%	100.0%	100.0%	.0%

Table 5a Q6: What advice would you give to a consumables company like E-Consumables for it to perform better and to increase its competitiveness and market share?

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00		50	26	24	14	20	16	28	22
Should reduce product prices/competitive/affordable	Count	36	20	16	8	14	14	24	12
	Col %	72%	77%	67%	57%	70%	88%	86%	55%
	Row %	100%	56%	44%	22%	39%	39%	67%	33%
They should improve product quality	Count	16	10	6	2	6	8	16	0
	Col %	32%	38%	25%	14%	30%	50%	57%	0%
	Row %	100%	63%	38%	13%	38%	50%	100%	0%
Should have a lot of reserve stock/availability	Count	12	8	4	6	6	0	0	12
	Col %	24%	31%	17%	43%	30%	0%	0%	55%
	Row %	100%	67%	33%	50%	50%	0%	0%	100%
Should be fast in service	Count	10	4	6	2	2	6	8	2
	Col %	20%	15%	25%	14%	10%	38%	29%	9%
	Row %	100%	40%	60%	20%	20%	60%	80%	20%
Offer discounts for bulk purchases	Count	10	4	6	0	6	4	8	2
	Col %	20%	15%	25%	0%	30%	25%	29%	9%
	Row %	100%	40%	60%	0%	60%	40%	80%	20%
Should expand to all areas countrywide/globally	Count	8	4	4	6	2	0	0	8
	Col %	16%	15%	17%	43%	10%	0%	0%	36%
	Row %	100%	50%	50%	75%	25%	0%	0%	100%
They should import products	Count	4	2	2	2	2	0	0	4
	Col %	8%	8%	8%	14%	10%	0%	0%	18%
	Row %	100%	50%	50%	50%	50%	0%	0%	100%
They should export products	Count	4	2	2	2	2	0	0	4
	Col %	8%	8%	8%	14%	10%	0%	0%	18%

	Row %	100%	50%	50%	50%	50%	0%	0%	100%
They should be friendly to customers	Count	4	2	2	4	0	0	0	4
	Col %	8%	8%	8%	29%	0%	0%	0%	18%
	Row %	100%	50%	50%	100%	0%	0%	0%	100%
They should give credit	Count	4	2	2	2	2	0	0	4
	Col %	8%	8%	8%	14%	10%	0%	0%	18%
	Row %	100%	50%	50%	50%	50%	0%	0%	100%
Should have a customized approach	Count	4	0	4	2	2	0	0	4
	Col %	8%	0%	17%	14%	10%	0%	0%	18%
	Row %	100%	0%	100%	50%	50%	0%	0%	100%
Should have a wide products range	Count	4	2	2	2	0	2	4	0
	Col %	8%	8%	8%	14%	0%	13%	14%	0%
	Row %	100%	50%	50%	50%	0%	50%	100%	0%
Should have follow/back up services	Count	4	0	4	0	2	2	4	0
	Col %	8%	0%	17%	0%	10%	13%	14%	0%
	Row %	100%	0%	100%	0%	50%	50%	100%	0%
Should have reliable service	Count	4	4	0	0	0	4	2	2
	Col %	8%	15%	0%	0%	0%	25%	7%	9%
	Row %	100%	100%	0%	0%	0%	100%	50%	50%
Should have durable products	Count	2	0	2	2	0	0	0	2
	Col %	4%	0%	8%	14%	0%	0%	0%	9%
	Row %	100%	0%	100%	100%	0%	0%	0%	100%
Should do market research	Count	2	2	0	2	0	0	0	2
	Col %	4%	8%	0%	14%	0%	0%	0%	9%
	Row %	100%	100%	0%	100%	0%	0%	0%	100%
Should give buying power to their best customers	Count	2	2	0	2	0	0	0	2
	Col %	4%	8%	0%	14%	0%	0%	0%	9%
	Row %	100%	100%	0%	100%	0%	0%	0%	100%
Should familiarize with its buying behaviour	Count	2	0	2	0	2	0	0	2
	Col %	4%	0%	8%	0%	10%	0%	0%	9%
	Row %	100%	0%	100%	0%	100%	0%	0%	100%
Should have lookable offices	Count	2	0	2	0	2	0	0	2

Should supply genuine products	Col %	4%	0%	8%	0%	10%	0%	0%	9%
	Row %	100%	0%	100%	0%	100%	0%	0%	100%
	Count	2	2	0	0	2	0	2	0
	Col %	4%	8%	0%	0%	10%	0%	7%	0%
	Row %	100%	100%	0%	0%	100%	0%	100%	0%

Table 5b Respondent Category

		1.00	Large customer	Small customer	LENGTH OF TIME IN BUSINESS			RESPONDENT STATUS	
					Less than 5 years	5 – 10 years	Longer than 10 years	Corporate non listed	Corporate listed
1.00	Count	50	26	24	14	20	16	28	22
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	100.0%	100.0%	28.0%	40.0%	32.0%	56.0%	44.0%
Large customer	Count	26	26	0	8	10	8	14	12
	Col %	100.0%	100.0%	.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	100.0%	.0%	30.8%	38.5%	30.8%	53.8%	46.2%
Small customer	Count	24	0	24	6	10	8	14	10
	Col %	100.0%	.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	.0%	100.0%	25.0%	41.7%	33.3%	58.3%	41.7%

Table 5c Length of time in business

			RESPONDENT CATEGORY					RESPONDENT STATUS	
			Large customer	Small customer				Corporate non listed	Corporate listed
1.00		1.00			5 – 10 years	Longer than 10 years	Less than 5 years		
1.00	Count	50	26	24	20	16	14	28	22
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	52.0%	48.0%	100.0%	100.0%	100.0%	56.0%	44.0%
5 – 10 years	Count	20	10	10	20	0	0	12	8
	Col %	100.0%	100.0%	100.0%	100.0%	.0%	.0%	100.0%	100.0%
	Row %	100.0%	50.0%	50.0%	100.0%	.0%	.0%	60.0%	40.0%
Longer than 10 years	Count	16	8	8	0	16	0	14	2
	Col %	100.0%	100.0%	100.0%	.0%	100.0%	.0%	100.0%	100.0%
	Row %	100.0%	50.0%	50.0%	.0%	100.0%	.0%	87.5%	12.5%
Less than 5 years	Count	14	8	6	0	0	14	2	12
	Col %	100.0%	100.0%	100.0%	.0%	.0%	100.0%	100.0%	100.0%
	Row %	100.0%	57.1%	42.9%	.0%	.0%	100.0%	14.3%	85.7%

Table 5d Respondent Status

		1.00	RESPONDENT CATEGORY		LENGTH OF TIME IN BUSINESS			Corporate non listed	Corporate listed
			Large customer	Small customer	Less than 5 years	5 – 10 years	Longer than 10 years		
1.00	Count	50	26	24	14	20	16	28	22
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Row %	100.0%	52.0%	48.0%	28.0%	40.0%	32.0%	100.0%	100.0%
Corporate non listed	Count	28	14	14	2	12	14	28	0
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	.0%
	Row %	100.0%	50.0%	50.0%	7.1%	42.9%	50.0%	100.0%	.0%
Corporate listed	Count	22	12	10	12	8	2	0	22
	Col %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	.0%	100.0%
	Row %	100.0%	54.5%	45.5%	54.5%	36.4%	9.1%	.0%	100.0%