INVESTIGATION OF STRATEGIC QUALITY MANAGEMENT ON THE PERFORMANCE OF MAJOR COFFEE EXPORTERS IN ETHIOPIA

By
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June, 2019
Addis Ababa, Ethiopia

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A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF ST. MARY'S UNIVERSITY IN PARTIAL FULFILLMENT FOR THE DEGREE OF MASTERS OF QUALITY AND PRODUCTIVITY MANAGEMENT

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ST. MARY'S UNIVERSITY COLLEGE
SCHOOL OF GRADUATE STUDIES
FACULTY OF QUALITY AND PRODUCTIVITY MANGEMENT

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APPROVED BY BOARD OF EXAMINES

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Internal Examiner	**Signature**

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of _____. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part of fin full to any other higher learning institution for the purpose of earning any degree.

_____   _____

Name   **Signature**

St. Mary's university College, Addis Ababa   **June, 2019**

ENDORSEMENT

This thesis has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

_____   _____

Advisor   **Signature**

St. Mary's University College, Addis Ababa   June, 2019

TABLE AND FIGURE

ABSTRACT

International market competition forces companies to internationalize their operation in the exporting market. The study has been designed to investigate the strategic quality management system in major coffee exporters in Ethiopia. Both primary and secondary data collection instruments were used to collect data. Closed ended and open ended questionnaires were used for the purpose of data collection. The selections of the respondents were carried out by using random sampling research method. The collected data were analyzed and interpreted using SPSS analytical software.

Even though the strategies quality management systems of coffee exporting companies are somewhat effectively practiced, there are some problems that the company faced with planning and implementing it. The quality documentation and communication has been identified poor because of lack of quality records and not able to implement the social network and printing communication means. The overall capacity of the exporting company to compete in the international market is becoming difficult due to the lack of potential assessment of the market and customer feedback management.

The management needs to predict the future and assess the potential market, standards and procedures has to be documented and communicated effectively so that the employee can use it for their day to day work activities. The quality records need to show, what are the standards to be maintained for each product of the company, the quality of coffee is sensitive and there must be clear distinction among each type of coffee we produce and store.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Agriculture is the dominant sector in the Ethiopian economy. The predominant role of coffee (Coffee Arabica) in the Ethiopian economic, social and cultural dimensions dates back to several centuries as the country is the primary center of origin and genetic diversity of the plant. According to history, Ethiopia is the world's oldest exporter of coffee that predates 1830 (EU, 2014)

Currently, among the top three agricultural export commodities, coffee stands first followed by oil seeds and pulses. The significance of coffee in the Ethiopian economy is enormous in that: it accounts for $29 - 31\%$ of export earnings of the nation, 4.7 million small-holders directly involved in producing coffee and about 25 million people directly or indirectly depends on coffee sector for their livelihoods (EIAR, 2017).

Despite this deep rooted connection of Ethiopia with coffee, the country does not enjoy the best out of the opportunities in the international market of exporting coffee business. During ; 2016, Ethiopia ranked 14th out of 15 coffee exporter countries, who shipped over three-quarter (77.6%) of global coffee exports (with $736.3 million in value (2.4%)), (World Top Exporters, 2017).

Coffee exporting business is highly competitive of the quality of green bean and it demands strategic planning to meet the customer expectations and to outwit the competitors. Strategic planning seeks to develop the performance of a company to achieve strategic objectives along the route to a vision for the future, considering coffee export business is a future market, long term contracts and agreements makes strategic quality managements undeniably important. In consideration of coffee quality is the result of several post-harvest management practices by coffee exporters, each activities of the process has to count and development of strategic plan to meet the standards of its quality assumed necessity factors of

success for competitiveness and to sustain their profitability in the marketplace. Greater awareness and commitment to quality throughout the organization and implementation of programs aimed at process improvement are becoming focal points to increase the company's overall performance.

Strategic Quality Management are integrated processes with each informing, and being informed by, the other. Mainly the quality management encompasses three areas; Continuous improvement, Performance measurement and Benchmarking. Continues improvement is most closely aligned with the strategic planning process, where priority areas are identified and steps taken to improve product or services delivery. Benchmarking compares an organization's key performance measures with those of similar organizations, or against nationally-recognized best practices, targets, or goals.

Quality management (QM) has been widely viewed as a management paradigm that enables firms to gain a competitive advantage (Yeung et al., 2006). It presents a strategic option and an integrated management philosophy for organizations, which allows them to reach their objectives effectively and efficiently, and to achieve sustainable competitive advantage (Goldberg and Cole, 2002). Organizations have not found it so easy to implement the quality management practices and to achieve the expected benefits (Kirk, 2000).Brown (2000) concluded that there are still organizations where, despite this criticism, the quality management philosophy continues to be a central focus of the business and a mechanism for contributing to better performances.

Different terms like strategic quality management, total quality improvement, and total quality leadership are actually examples showing the different emphasis placed on particular aspects of what is generally called quality management. Strategic quality management is defined as a systematic approach for setting and meeting quality goals throughout the company. Total quality management is part of strategic quality management (Sangeeta and Banwe, 2004).

1.2. Statement of the Problem

Quality management for coffee typically takes constantly smaller steps to develop processes. In many cases, the quality cycle of continuous improvement is used to plan, implement, evaluate and improve such processes. Strategic planning produces strategic objectives for a better future, while the purpose of a quality management system is to safeguard that these objectives can be achieved. The integrated strategic quality management in internal processes of coffee production will result improved quality product and best deal in an international market of exporting the product on time in effective and efficient manner.

Having clear cut strategic quality management systems is key in Establishing competitive advantage over any competition as well as ensures that any organization achieves its intended objectives. One of the strengths of the quality management, through the planning process, is that new initiate, once proven are then integrated in to standard operating procedure. Both the staff and the company benefit from this, and continuous improvement is going to the company's culture. The integration of Strategic Quality Management will create an advantageous scenario for the coffee exporters to exploit every opportunity in the international market.

Why quality is important for exporting coffee? To be more competitive on the world market and sustainable business, Quality is critical to satisfying your customers and retaining their future loyalty so bear this in mind to ensure quality Coffee that can make an important contribution to long-term revenue and profitability as a result this will increase the market share of Ethiopia in the global market. Customer expectations are raising all the time, so failing to meet them is commercial suicide.

Quality and value chain of Ethiopian coffee is a way to identify opportunities that maximize the benefits from the sector. As a result, in spite of the comparative advantage in flavor, the Ethiopian green coffee price in the international market is lower than other countries' price.

In addition, actors are not fairly priced because of quality and value addition. The causes for poor quality are mainly associated with harvesting and post-harvesting practice including collection, dry and wet processing, storage and transportation.

Ethiopia has a good potential to catch-up the high value coffee market in the world since buyers increasingly appreciate it as high quality coffee. However, Ethiopia is not benefited from this product because of two reasons: quality deteriorates along the value chain and the value addition is almost negligible. (Birhanu B. 2015.)

Looking into the coffee sector, from the records of Ethiopian Coffee and Tea Authority (ECTA), the amount of coffee exported from 2010/11 to 2016/17 shows declining trend, as follows.

TABLE 1: Total Coffee Production, Export and domestic consumption during the 2011-2017

Year	Production(ton)	Exported coffee		Domestic Consumption	
		Volume (ton)	% Share	Volume (ton)	% Share
2010/11	363,232	196,119.22	54.00	167,112.78	46.00
2011/12	498,767	169,392.13	34.00	329,374.87	66.00
2012/13	486,685	199,103.58	40.90	287,581.42	59.10
2013/14	400,852	190,875.93	47.60	209,976.07	52.40
2014/15	449,646	183,840.36	40.90	265,805.64	59.10
2015/16	555,744	198,500.90	35.72	357243.10	64.28
2016/17	633,410	225,667.67	35.63	407,742.33	64.37
Average	**484,048**	**194,785.68**	**41.25**	**289,262.32**	**58.75**

This study therefore seeks to fill the gap by investigating on the current strategic quality management practice and firm performance by answering the following questions; Strong correlations associated with benchmarking and productivity tends to reinforce the view that such activities represent strategic core competence in the pursuit of sales. (Ross L. 1997)

1.3. Basic Research Question

In order to explore the practice of strategic quality management and its influence on the performance of major coffee exporter in Ethiopia and to identify existing gaps, the researcher intends to ask the following questions.

- What is the level of application of strategic quality management practices by the major coffee exporting companies?, and

- What is the potential impact of the implementation of strategic quality management practices on their performance?

1.4. Objective of the Study

1.4.1. General Objective

The main objective of this study is to develop strategic quality management plan for the major coffee exporter in Ethiopia: the case of Gesha Village Coffee Estate plc.

1.4.2. Specific Objectives

- To assess the strategic quality management practice of major coffee exporters
- After seeing the potential impact, suggest a plan for implementing strategic quality management in major coffee exporters.

1.5.   Significance of the Study

This study will undertake in major coffee exporters in Ethiopia and investigates the practice of strategic quality management to understand the need of strategic quality management in managing coffee export business in Ethiopia and it will be a foremost asset to design and implement appropriate coffee quality management.

This study's findings are useful to coffee exporting management in designing the appropriate strategic quality management practices that is needed to enhance their customer satisfaction and meet overall business objectives.

The governing bodies like Ethiopian Coffee and Tea Authority can use the information to determine what needs to be done to ensure their strategic quality management practices to be effective. The findings will also be useful for policy makers, as it provides information on gaps and possible ways to address gaps that can be used to establish the best policies and frameworks to adopt in order to enhance strategic quality management.

Findings of this study will add to the knowledge of the area of strategic quality management and organization performance as it contributes to the academic literature of strategic and operations management. It gives a base for future research. The study also provides valuable information to stakeholders who are interested to improve coffee exporting business to meet standards and even harness opportunities to add value to their products thereby improve quality of their product.

1.6.   Delimitation/Scope of the Study

This research will focus on the post harvest quality management system practice of the major coffee exporters in Ethiopia, and the researcher will focus on 47 of the coffee exporters from 155 active coffee exporters that are members of the Ethiopian Coffee Exporters Association (ECEA). This research will not focus on the designing process of strategic planning of the company rather its implementation and its influence on the quality program of the company.

CHAPTER TWO
REIVIEW OF RELATED LITERATURE

2.1.   Strategic quality management

Strategic quality management is concerned with improving quality of services and goods of an organization through integration of efforts of all stakeholders in order to meet the needs and expectations of customers (Martinez & Jimenez, 2009).

Quality can be an important part of competitive strategy. Research has shown that companies that furnish quality products can charge more for their products, with resulting higher profit margins. Data show that improvement in product quality has a stronger relationship to increases in market share than does price. More recent experience shows that as quality increases, so does productivity. Many prominent US companies have demonstrated that quality has an immense strategic value in today's competitive world market. (V.M. Rao Tummala 1994)

Success requires attention to quality-related implications in every strategic decision made by a company. These companies have concurrently achieved higher quality and greater productivity through investments in people, design of products and process improvements. The key to success is an understanding of quality and the ways in which it can be integrated into corporate strategy. The White House Conference on Productivity noted in its final report that: Managing the quality dimension of an organization is not generically different from any other aspect of management. It involves the formulation of strategies, setting goals and objectives, developing action plans, implementing plans, and using control systems for monitoring feedback and taking corrective action. If quality is viewed only as a control system, it will never be substantially improved. Quality is not just a control system; quality is a management function. (Luis Calingo, 2014)

Garvin, while focusing on the strategic potential of quality, wanted to recognize the eight dimensions of quality, namely, performance, features, reliability, conformance, durability,

serviceability, aesthetics and perceived quality as the basis for developing strategic options [8]. Companies must decide which subset of these dimensions differentiate their products or services from the competitors. Then he introduced the framework of strategic quality management emphasizing that quality must be defined from the customer's point of view. He further elaborated it by stating that quality should be linked with profitability on both the market and cost sides. It should be linked with the strategic planning process requiring organization-wide commitment. Also, quality should be viewed as a company weapon[9]. As mentioned earlier, these important views can be used to define strategic quality management. Even though Garvin introduced the term and elaborated it in terms of five elements, he did not define it in a compact form. Juran, on the other hand, defined SQM as a systematic approach for setting and meeting quality goals throughout the company . The BSI Standards defined it as a management philosophy and company practices that aim to harness the human and material resources of an organization in the most effective way to achieve the objectives of the organization [10]. Both these definitions are very broad and appear to stress only the importance of management process in achieving an organization's goals. They do not describe the basic elements and how they fit together to achieve quality improvement goals and objectives. In this regard Juran's definition also falls short even though he included the accomplishment of quality goals. In addition, the BSI used the term total quality management (TQM) instead of strategic quality management. As long as they recognize the strategic importance of quality and quality planning, both terms can be used interchangeably. In this sense, we recognize the significance of strategic value of quality as Garvin did in implementing the quality improvement strategies, and use in this paper the terms "total" and "strategic" interchangeably. Also, we shall make an attempt to define SQM embracing all the important views of the quality gurus that are mentioned above which are significant and different. Thus we define the strategic quality management as a comprehensive and strategic framework linking profitability, business objectives, and competitiveness to quality improvement efforts with the aim of harnessing the human, material and information resources organization-wide in continuously improving products or services

that will allow the delivery of customer satisfaction. This definition, as mentioned earlier, describes the basic elements which are required and emphasizes the need for the management

process in accomplishing the quality improvement goals and objectives.(V.M. Rao Tummala,1994)

2.2.   Quality

Quality is the key to commercial success and economic development, and further down the line national and the international prosperity hence a great many people have spent many years attempting to solve the quality puzzle**.** However, quality is an unusually slippery concept; many people may have problem defining quality but they recognize it when they see it in goods without defects and services without mistakes (Kettunen, 2008). Different scholars have given different definitions for quality. Key among them includes the American W. Edward Deming who defined quality as a predictable degree of uniformity and dependability at low cost and suited to the market (Deming, 1986). Juran defines quality as "fitness for use" meaning quality is when a service or a product satisfies the intended use. Feigenbaum (1983) defines it as "The total composite product and service characteristics of marketing, engineering, manufacturing and maintenance through which the product and service in use will meet the expectations by the consumer". Tuchman (1980) also argued that quality means investment of the best skill and effort possible to produce the finest and most admirable results possible. You do it well or you do it half-well. Quality is achieving or reaching for the highest standard as against being satisfied with the sloppy or fraudulent. It does not allow compromise with the second-rate.

In the past Quality was thought to mean a focus on "doing the repeatable things well (Miller & Pearce, 1987/8). It suggested predictability and reliability and was applied almost exclusively to the manufacturing environment. Further, it emphasized only incremental improvements, building on what was already in place -improving repeatability, refining and perfecting the existing process. Although most operations management scholars continue to focus on a conformance-to-specifications definition of quality, the meeting-and/or-exceeding expectations definition of quality is now widely accepted.

Quality institutions have also made significant contribution to the quality literature in the recent past. The American Society for Quality argues that "quality" can be defined based on; customer's perceptions of a product/service's design and how well the design matches the original specifications, the ability of a product/service to satisfy stated or implied needs and also conformance to established requirements within an organization. Quality is the degree to which a set of inherent characteristics of a product meets requirements, ISO 9001 standard (2008). Organizations whose value creation processes meet and/or exceed their desired level of quality consistently and efficiently improve their profitability, gain more customer loyalty and their competitiveness in the market improves.

Further, Customers, products, employee satisfaction and organizational focus have been cited as the drivers of quality (business excellence website). In a customer-driven organization, quality is established with a focus on satisfying or exceeding the requirements, expectations, needs, and preferences of customers; Conformance to requirements and zero defect concepts have roots in producing a product that meets stated or documented requirements. In most cases, product/ service requirements originate from customer requirements, thereby creating a common link between product-driven quality and customer-driven quality, but the focus of the culture is on the quality of the product/service in a product-driven organization. If the customer requirements is accurately stated and designed into the production/service delivery process, then as long as the product/service meets the requirements, the customer should be satisfied. This approach is common in supporting the ISO 9001-based quality management system. The concept of employee satisfaction is that an organization takes care of employee's needs so that they can be free to worry only about the customer; the employee satisfaction is therefore a primary measure of success for an employee satisfaction quality driven organization. However, some organizations tend to focus on total organizational quality while others are quite successful at using a segmented approach to implementing quality.

The chartered quality institute argues that, managing organization quality calls for; the development and implementation of an effective system of *governance* by ensuring "management intent" is clearly defined through policies and processes; and ensuring it is fit- for-purpose with respect to the many stakeholder requirements (reflected in legislation, required external standards, shareholder/trustee requirements, customer and supplier requirements, employee requirements etc.), a commitment to *assurance,* both of how work is being carried out (i.e. process assurance) and the outputs being generated (i.e. product/service/project assurance) and embedding a culture of continuous evaluation and Improvement through the use of qualitative and quantitative measures, root cause analysis and adoption of effective improvement techniques. Globally, quality is the main determinant of coffee consumption. ISO 2000 defines quality as the ability of a set of natural features of product, system or process to meet requirements of the customer's interest.

2.3. Coffee Quality

Globally, quality is the main determinant of coffee consumption. ISO 2000 defines quality as the ability of a set of natural features of product, system or process to meet requirements of the customer's interest. These inherent characteristics can be called "attributes." However, regarding coffee each end-users country defines its own organoleptic qualities at different level; for example, at the consumer level: coffee quality deals with price, taste and flavor, effects on health and alertness, geographical origin, environmental and sociological aspects: organic coffee, fair trade, etc. Coffee has only one value to give the consumer pleasure and satisfaction through flavor, aroma and desirable physiological and psychological effects (Yigzaw, 2005). Therefore coffee quality, determines both the relative price and usefulness of a given quantity of coffee. Cup qualification, often referred to as drinking quality or liquor quality, is an essential attribute of coffee and acts as a yardstick for price determination (Agwanda *et al*., 2003).

2.4. Quality Segmentation of Coffees

Broadly speaking, quality segmentations of coffees can be divided into three commercial categories namely: exemplary quality, high quality or premium brands and mainstream quality.

2.4.1. Exemplary quality

Coffees have a high intrinsic value with a fine or unique cup, usually of quite limited availability and mostly retailed under straight estate or origin names. Usually very well presented washed coffees, including some superior washed robust as, but also includes some naturals (Ethiopian Harar, Yemeni Mochas, some Indonesian arabicas) and top organic coffees, which are usually, but not always, roasted by comparatively small firms and marketed through fairly exclusive outlets, e.g. retail coffee shops or bars and up market delicatessens.

2.4.2. High quality or premium brands

Good cupping coffees, well presented, but not necessarily visually perfect that are retailed both as straight origins and as blends, include good quality, well prepared organic coffees, and washed as well as superior quality natural robust as. The market for this quality band is much broader and includes a good percentage of today's specialty coffee. It is also produced by leading multinational coffee companies and marketed through normal retail outlets, such as supermarkets.

2.4.3. Mainstream quality

It is an average quality, reasonably well presented, but certainly not visually perfect. It offers a decent, clean but not necessarily impressive cup. In today's specialty market all three types of coffee are represented: exemplary and high quality coffees either as stand-alone or as a named blend component, and mainstream quality in many of the ready-to-

drink and flavored drinks that are sold alongside filter coffee and espresso.

Obviously, for smaller exporters of top quality coffee, the exemplary segment initially offers more promise. However, producers or exporters of good quality coffee have three basic options open to them.

> Sell to the leading roasters (through the usual trade channels), if volume sales are required and the coffee sold lacks the flavor characteristics necessary to be marketed on its own.
> Sell to specialty roasters either direct or through importers or agents. The latter in most cases is the more realistic option as these importers or agents have a wide coverage of the small roasters and other retail outlets, which are too small to import direct.
> Focus on specialty coffee retailers either by selling direct (for roasting in store) through specialty wholesalers or by selling through specialty roasters. However, the number of specialty coffee retailers importing direct is extremely small (ITC, 2011).

2.5.   Why is Quality Management needed?

The dynamic environment in which business is conducted today is characterized by what has been referred to as "the six c's:" change, complexity, customer demands, competitive pressure, cost impacts, and constraints. All have a great impact on an organization's ability to meet its stated business goals and objectives. Traditionally, organizations have responded to these factors with new products and services. Rarely have they made changes in the processes that support the new goods and services.

Experience shows that success in achieving business goals and objectives depends heavily on large, complex, cross-functional business processes, such as product planning, product development, invoicing, patient care, purchasing, materials procurement, parts distribution, and the like.

In the absence of management attention over time, many of these processes become obsolete, overextended, redundant, excessively costly, ill-defined, and not adaptable to the demands of a constantly changing environment. For processes that have suffered this neglect (and this includes a very large number of processes for reasons that will be discussed later in this section) quality of output falls far short of the quality required for competitive performance.

A business process is the logical organization of people, materials, energy, equipment, and information into work activities designed to produce a required end result (product or service). There are three principal dimensions for measuring process quality: effectiveness, efficiency, and adaptability. The process is *effective* if the output meets customer needs. It is *efficient* when it is effective at the least cost. The process is *adaptable* when it remains effective and efficient in the face of the many changes that occur over time. A process orientation is vital if management is to meet customer needs and ensure organizational health (Joseph, Blanton, 1998).

2.6.   Strategic Quality Management Practices

Strategic quality management is concerned with improving quality of services and goods of an organization through integration of efforts of all stakeholders in order to meet the needs and expectations of customers (Martinez & Jimenez, 2009).

From a knowledge management perspective, Choo et al., (2007) developed a knowledge- based framework for strategic quality management practices. They argue that such practices that can make a balance between the effective implementation of prescribed methodology e.g. tools and techniques such as ISO-9000 and context e.g. leadership, organizational culture. This can be done to an extent that firms can manage such a balance and maintain a sustainable quality advantage. Previous studies on quality management address the role of processes and techniques such Six Sigma as highly controlled process improvement systems. While there is agreement on the ability these processes have on enhancing operational performance, there is little understanding on the effect of strategic quality management on improving firm performance over time.

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

This part of paper describes the methodology of the study. It outlines the research design, the target population, sample size and sampling procedure, data collection instruments and procedure.

3.1. Research Design

The study adopted quantitative research to explore specific and clearly defined questions that helps to establish how the existing strategic quality management practices can be improved.

3.2. Population and Sampling Techniques:

Respondents have been selected through random sampling technique for adequate representation of a population in the sample. The population of the study is all active members of Ethiopian Coffee Exporters Association (ECEA) that consists of 155 this represent 85% of coffee exporters in Ethiopia all exporters population is 178 Coffee Exporters companies' and randomly selected 47 coffee exporters, 26% of total population.

3.3. Types of Data and Data Collection Instrument

Primary data collected through administration of a structured questionnaire while secondary data was collected from official documents, files, observations, and reports.

3.4. Methods of Data analysis

Quantitative data analysis is used to analyzed and produce a report. The quantitative data was fed in to computer using the Statistical Package for Social Sciences (SPSS) for analysis. Descriptive statistics that is the percentages, mean, standard deviation used to analyze data to achieve the research objectives.

CHAPTER FOUR
RESEARCH FINDINGS, DATA ANALYSIS AND DISCUSSION

4.1. INTRODUCTION

This chapter represents the study findings and results. As a result, the data analysis was conducted in line with specific objectives where investigated, the data interpreted and inference drawn on them. The section is divided in specific questions categories, of which, Strategic Quality Planning, Quality management system documentations, Quality Objectives and Quality Policies, Employee training and learning, Standards of procedures, customer Management, and evaluating the performance of Quality Management System of the companies.

The study used a questionnaire to collect data to investigate the strategic quality management on the performance of major coffee exporters in Ethiopia. Frequency distribution, mean and standard deviation was generated to analyze the data.

4.2. Respondents Profile

With the help of, Ethiopian Coffee and Tea Authority, and Coffee quality Inspection Certification Center, 47 questionnaires were distributed to the respondent, major coffee exporters in Ethiopia, and 31 questionnaires were returned.

Table 4.1. Respondent Education and Position in the Company.

Education and Position		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	College diploma	10	32.3	32.3	32.3
	First degree	10	32.3	32.3	64.5
	Masters and above	11	35.5	35.5	100.0
Valid	Product manager	5	16.1	16.1	16.1
	Quality manager	2	6.5	6.5	22.6
	Export manager	16	51.6	51.6	74.2
	Marketing manager	8	25.8	25.8	100.0

Table 4.1 depict that 35.5% of the respondent are Master degree holders and 51.6% of them are currently engage as export manager in the company, this implies the respondent are more aware of the issues under study, and 83.9% of the respondent are directly involves with the day to day activities of Quality, Export, and Marketing business of the company.

4.3. Existence and Practice of Strategic Quality Management

Coffee is the gift of Ethiopia to the world. Nevertheless, those countries of the world such as Brazil, Colombia and many others which received few seeds with very narrow genetic base in the early 1700s from Ethiopia are today producing and benefiting from coffee much better than Ethiopia does. Despite the available high genetic diversity and wide ranges of agro-ecologies under which coffee grows in Ethiopia, productivity and quality is lower than many other countries. (Ethiopian Institute of Agricultural research (EIAR) national coffee commodity research strategy fifteen years (2016 –2030)

Strategic quality management is the concept of how to utilize the resource of the company to maintain the standards of quality in the most efficient way possible. Consequently, the respondent asked about its existence and implementation in the company, because the exporting business of coffee could have exploited much on the environment of competitive international market, in the long run.

Table 4.2 Execution of Strategic Quality Management

SQM INPLACE AND PRACTICED				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	19	61.3	61.3	61.3
	NO	12	38.7	38.7	100.0

The above table shows that 61.3% of the respondent believes that the Strategic Quality Management (SQM) has been applied in the Management of the company. Unfortunately, 38.7 % of the respondent has expressed their reservation on its implementation and existence.

One can clearly observe that there is ambiguity among the respondent, whether there is a strategic way of maintaining the quality of the product in the company.

In line with the above findings, on the country bases there is a strategic consideration of coffee exporting business, in the second Growth and Transformation (GTP II), Ethiopia has set a plan to become the second largest world coffee producer after Brazil and generate over a billion dollar from coffee export. In order to achieve the desired goal and earn the maximum possible foreign currency from coffee export, it is of paramount importance to put in place the right coffee research and development strategies which take in to account some key strategic issue.

4.4. Performance on Strategic Quality Planning

The term strategy drives from the Military sciences, this famous expression give us a clear picture what does it mean, in the short term planning you could have aim to capture the bridge but strategically your aim is to win the war.

In order to investigate the Strategic Quality Panning of the company, it has been alienated in to seven major components: Discover customer need, Customer Positioning, Predict the future, Gap analysis, Closing the Gap, Alignment and Implementation.

In order to integrate quality with the strategic planning process, a systematic and sequential procedure has to be adopted and expressed as shown in the following figure.
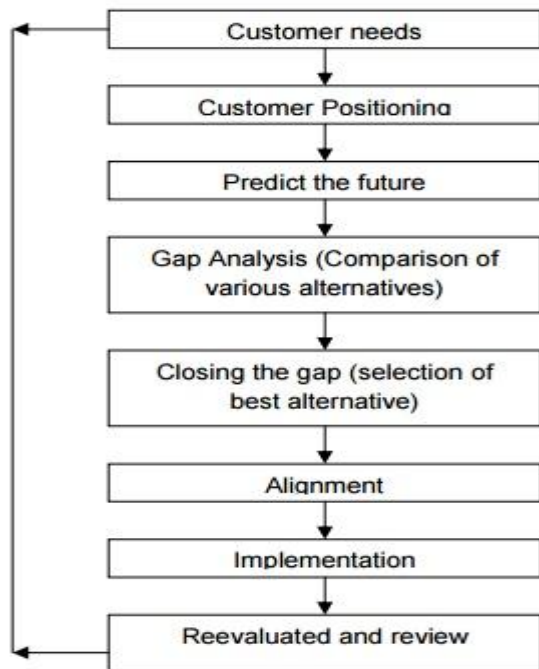
FIGURE 4.1. SEVEN STEPS TO STRATEGIC QUALITY PLANNING

The researcher has investigated the above steps shown in the figure one by one, so the figure is used as a road map to do the investigation, this is because at the planning stages of strategic quality management much importance should be given and if so the benefit for the success of the whole strategic quality management system is tremendous.

4.4.1. Discover Customer Needs

The first step is to discover the future needs of the customers. Who will they be? Will your customer base change? What will they want? How will they want? How will the organization meet and exceed expectations? Ferhan Syed (2008)

The basic step in strategic quality planning is the identification of customers and their wants and needs. A Company must seek its customers' requirements, expectations and assess future trends before developing a strategic plan. The most successful business need to have in-depth knowledge about customers and adapt their selling effort to address customer needs and goals of their business. Unfortunately, some business bases their selling efforts on guesswork and intuitions, which is not advisable from the strategic quality management point of view.

Respondent are asked to identify their performance on this first critical stages of Strategic Quality Planning (SQP), discovering the needs of Customers, and 80.6% of them agrees their company focus on the needs of its customers and tailor it to conduct its business, and makes it part of the SQP of the company.

Table 4.3. Discovers Customer Needs

DISCOVERS CUSTOMER NEEDS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	25	80.6	80.6	80.6
	NO	6	19.4	19.4	100.0

The other 19.4% of the respondent not convinced that their company is really up to the needs of its customer in doing the exporting business. In addition to, its negative impact on the SQP, the company ability to compute in an international exporting business is weak, if not today perhaps in the future.

Furthermore, Sylwia Mokrysz(2016) have strongly argued as follows, In the twenty-first century, consumer behavior (including the coffee market) is the subject of marketing research, which provides information about the needs, preferences, conditions of the behavior and attitudes of consumers towards the brand, product offer and the organization. These studies provide valuable knowledge about the methods of making purchases, motives for the market choices made, loyalty, price sensitivity, sensitivity to marketing or the perception of consumer decisions and, consequently, the acceptance of the company's offer. The central position of consumers in the activities of a modern organization, an astute and dynamic analysis of their conduct, research, anticipating demand, creating consumer needs and preferences, subordinating the businesses objectives and strategies to the demand for a particular consumer segment, the application of full quality marketing.

Contrary to the above findings of table 4.13, based on the discussion with different stakeholders of coffee exporting business, there is a need of foreign coffee buyers not satisfied with regards to, improving the quality, insures traceability, sustainability of coffee, and a need for improve contract administration.

4.4.2 Customer Positioning

In a competitive international market of Coffee, customer positioning is a key to success. All the effort the company exerted with regards to quality of its product meant nothing if it is not intended to hold a special place in the heart of its customers.

Sabrena Kanum, Nawabz Zadah, Yusya Fiazal and Fasihah Binti (2018) further argues: The fundamental strategy for Starbucks is by positioning themselves in the coffee industry as a superior product through building a high standard, providing quality services and introducing innovative products. Schultz believes that his coffee was perishables making them focusing more on the quality control, and thus they monitored each coffee production steps carefully. Starbucks has implemented a different strategy which is seeking to provide services and products that are different and unique from the competitors and offers benefits that are widely valued by customers.

Brand positioning is nothing without customer positioning, Brian Phillipps (2013), has discuss the important of Customer Positioning: The goal of every brand is to position the customer to win. That's strategic, and that's the only "brand positioning" that counts. Thus, brand positioning is customer positioning. We position the customer to win by making the customer strategically better off, through carefully crafted enabling and empowering capabilities unique to the brand.

Table 4.4. Customer Positioning

SQP INCLUDE CUSTOMER POSITIONING				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	7	22.6	22.6	22.6
	NO	24	77.4	77.4	100.0

Table 4.4 shows 22.6% of the respondent agree about the use of customer positioning and used it in their company strategic quality management efficiency. As the customer moves forward the brand moves forward, too. Smart brands position the customer in new realms of being and doing, beyond the reach of competitors. The customer wins, and so does the brand.

Besides, The 22.6% of the respondent, mentioned above, can determine their coffee exporting business strategic planners, where the company wants to be in relation to the customers; to retain, reduce, or expand the customer base. Product with poor quality performance should be targeted for breakthrough or eliminated. If the coffee exporting company concentrates its efforts on areas of excellence, the benefit of customer positioning will be marvelous.

Unfortunately, it is also facts that majority of the respondent in table 4.4, 77.4% express their hesitation that their company has considered customer positioning as critical steps for its strategic quality planning. In such scenario, strategically there is a lack of sympathy of customer from the quality point of view, and this will push the manager to make uneducated decision with regards to the market and customers.

In line with the above findings, the discussion with officials of coffee and tea authority reveals there is a lack of knowledge and information base customer defining.

4.4.3. Predict the Future

Next, the company must predict future conditions that will affect its coffee export business: To help predicting the future, the tools such as demographics, economic forecasts, and technical assessments or projections may be used. Nevertheless, with this regard, the researcher just want to visualize whether the coffee export companies tries to consider the possible outcomes of the future and make it part of their quality planning or not.

Table 4.5. Predict the future

					Cumulative
		Frequency	Percent	Valid Percent	Percent
	YES	9	29.0	29.0	29.0
Valid	NO	22	71.0	71.0	100.0

SQP PREDICT THE FUTURE

As seen in Table 4.5. 71% of the respondents are not able to predict the future or consider it in their strategic quality planning, or otherwise. Most of the exporters approached are glad,

for the reason that they are doing business with loyal customers and suppose they won't go anywhere, learned from a discussion. However, 29% of the respondent reveals the fact that they are more concerned about the future and consider it in their strategic quality planning, or otherwise.

Ignoring the future makes the company to leave its fate to chances hundred percent. Fortunately, we can avoid too much risk by forecasting today about the future, and our learning from the past can be a basses for furcating or predicting the future.

International business, such as exporting coffee, is highly affected with international situations, besides the local issues. Merely, the forecast for coffee production of Brazil, can be a priceless input for planning to Ethiopian Coffee exporters, what so ever which department concerns more about it. Closing your door on the future is a catastrophic failure from a strategic point of view; you are wondering to capture the bridge but not winning the war.

4.4.4 Gap Analysis

In this step, the company must identify the gaps between its current state and the future state of the company. This concept is also known as value stream mapping. For identifying the gaps, an analysis of the core values and concepts and other techniques may be used. A gap analysis is an examination of your current performance for the purpose of identifying the differences between your current state of business and where you'd like to be. Catherine Yochum (2018)

Quality is the degree of excellence, something needs to be improving endlessly. From the strategic point of view we can start from where we are and consider where we want to be, and then what need to be done to reach where we want to be, is all about Gap analysis.

As table 4.6 demonstrate, 74.2% of the respondent reveal that their company neither implement Gap analysis nor include it as one of crucial steps in conducting strategic quality planning of the company. No more than 25.8% of the respondent disclose the use of Gap Analysis in their company regarding the strategic quality planning stages.

Table 4.6. Gap Analysis

SQP CONDUCT GAP ANALYSIS					
		Frequency	Percent	Valid Percent	Cumulative Percent
	YES	8	25.8	25.8	25.8
Valid	NO	23	74.2	74.2	100.0

4.4.5 Closing the Gap

This is a step in which the company should develop a specific plan to close the gaps. This process is also termed as Process improvement. By assessing the relative importance and relative difficulty of each gap, planners can close the gaps. This stage allows the top management of the company to evaluate its potential and exploit it to maintain the ability to supply a product with a great quality.

4.7. Closing the Gap

SQP TRIES TO CLOSE THE GAP					
		Frequency	Percent	Valid Percent	Cumulative Percent
	YES	6	19.4	19.4	19.4
Valid	NO	25	80.6	80.6	100.0

Table 4.7 illustrate that, 19.4% of the respondent believe that their company perform very well in the gap analysis step of strategic quality planning and the other 80.6% suggest it is not. This finding further explain that the company which complete the Gap analysis has fail to exercise closing the Gap steps, because Closing the Gap need an action decision of exerting the resource of the company, in favor of this, table 4.6, 25.8% say yes but in table 4.7 only 19.4% of them say yes in taking action for closing the gap.

4.4.6. Alignment

Now the revised plan should be aligned with the mission, vision, and core values and concepts of the organization. Organization should embrace quality as an essential ingredient in their vision, mission, and objectives.

Table 4.8. Alignment

SQP IS EFFECTIVE IN ALLIGNMENT				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	10	32.3	32.3	32.3
	NO	21	67.7	67.7	100.0

Unfortunately, Table 4.8 has revealed 67.7% of the respondent does not believe their company has effective steps of Alignment at the stage of strategic quality planning, 32.3% has a confidence that Alignment is conducted effectively. Tomas Bush (2016) shows that alignment is a crucial steps of the strategic management system, and one has to do it with a sympathy, failing to do so will collapse the whole strategic approach of the management.

4.4.7. Implementation

In order to implement the action plan, resources must be allocated to collecting data, designing changes, and overcoming resistance to change. Also the planners should monitor and assess the result of the strategic plan. Since quality is a continuous improvement process, one has to reassess and renew the strategic plans periodically.

Table 4.9. Implementation

SQP EFFECTIVE IN ITS IMPLEMENTATION				
		Frequency	Percent	Valid Percent	Cumulative Percent
	YES	21	67.7	67.7	67.7
Valid	NO	10	32.3	32.3	100.0

Table 4.9 shows 67.7% believe there is effective implementation of the quality planning of the company; only 32.3% of the respondent says the company needs improvement with regards to implementation of its strategic planning. Implementation is the real deal of strategic quality planning stage, because it needs allocation of resources and assignment of duties and responsibilities, it may also trigger rotation of the human resources of the company, it could also change the whole working culture of a company, including the procedures and standards to be followed, it also true a new way of doing things could trigger arise of fixed or variable cost of the company. To exploit the future the short term may look costly, but we should never hesitate to implement what we have planned so far, if we meant to win the future.

4.5. Reviewing and Monitoring

The monitoring and review process helps to: assess what is working and what is not, make adjustments to plans and strategies, and discuss new workforce and organizational issues which may have arisen.

Table 4.10. External and Internal issues reviewed, monitored and communicated?

EXTERNAL AND INTERNAL ISSUES REVIEWED MONITORED				
		Frequency	Percent	Valid Percent	Cumulative Percent
	Quarterly	2	6.5	6.5	6.5
	Annually	26	83.9	83.9	90.3
Valid	Every two year	3	9.7	9.7	100.0

Table 4.10 shows 83.9 % respondent says the company review and monitor it strategic quality management system on annual bases, 6.5% of them say quarterly bases and 9.7 % of them say every two year. The timing of review and monitoring is crucial as the discussion in strategic quality implementation stages, it is not a one time job, it is vicious nonstop activities, the company has to indicate what data need to collect and how it should be reported, the more frequent this activist are the more understanding of the strategic quality management system performance, and an immediate action will be taken to take a corrective action before it is too late.

Bin Srinidhi (2000) further discuss, successful monitoring delivers timely and relevant information that allows you to track progress towards outcomes and make adjustments to implementation arrangements as necessary. Track progress in a deliberate and systematic manner at regular intervals during implementation. Implementation planning must define the data to be collected and the method used for monitoring. Obtaining advice from experts in data collection during the planning process will contribute to a robust and credible methodology.

4.6. Continual improvement of Strategic Quality Management System

Table 4.11. Continual improvement of SQM

		Frequency	Percent	Valid Percent	Cumulative Percent
	YES	9	29.0	29.0	29.0
Valid	NO	22	71.0	71.0	100.0

(Table title row: Continues Improvement of Strategic Quality Management)

Table 4.11 shows, 71% of the respondent does not believe that there is a continuous form of improvement of strategic quality management system of the company. This is very serious especially in changing economic situation of the global market; the company may inter into disadvantageous situation if fails to learn this unpredictable global market scenario changes and consolidate it to its strategic quality management system.

4.7. Documentation

Document what you do and do what you document should be the major aim of documentation. The documentation should consist of preparing a quality manual that adequately covers all relevant aspect of the quality systems, procedures for describing general instruction and job organization, and detailed work instructions covering all technical requirements and other relevant data. It should be noted, however, that this procedures and work instructions are not wish lists based on what would be preferred, but rather what is necessary and what must be done as well as what must not be done. We need to check how

the written procedures and work instructions compare with the requirements of the applicable Standard (Rao Tummala 1994).

As mentioned earlier, management must provide confidence in customers that an effective quality system is in place indicating that they can supply products and services that conform to specified requirements. The only way to accomplish this aim is to develop, implement and maintain a well-planned and well-integrated documented quality system. Such a system must include the organization's quality policies and objectives, management responsibility and authority, procedures and work instructions related to all departments, and all functions. The personnel who use the procedures must be made aware of the limitations in applying them. Also, they must know what to do if a situation warrants a design change. In addition, management must establish and maintain documented procedures for appropriate document review and approval, distribution, provision of a master list or an equivalent document, and approval of all changes and modifications. Obsolete documents must be promptly removed from all points of issue or use or otherwise identify.

Table 4.12. Quality Management System Documentation

		Frequency	Percent	Valid Percent	Cumulative Percent
1. Documented Quality policy	YES	23	74.2	74.2	74.2
	NO	8	25.8	25.8	100.0
	Total	31	100.0	100.0	
2. Documented Quality Manual	YES	23	74.2	74.2	74.2
	NO	8	25.8	25.8	100.0
	Total	31	100.0	100.0	
3. Documented Procedures of Quality Standards	YES	21	67.7	67.7	67.7
	NO	10	32.3	32.3	100.0
	Total	31	100.0	100.0	
4. Documentation for effective planning operation and control	YES	22	71.0	71.0	71.0
	NO	9	29.0	29.0	100.0
	Total	31	100.0	100.0	
5. Documented Quality Records	YES	17	54.8	54.8	54.8
	NO	14	45.2	45.2	100.0

Table 4.12 shows the respondent answer with regards to the documentation of the company, relatively 70% of the respondent answer yes for the first four documentation component, but

with the fifth one, documented quality records 54.8% answer yes. The integration of table 4.12 further shows the quality policy and manual is prepared but procedures are not equivalently produced, further, records are not well organized and documented which could have been used for contentious improvement of the strategic quality management system of the company.

Table 4.12 specifically shows 25.8% of the respondent has no quality manual maintained their company, it could be perceived less important compared to 74.2% respondent agreement over the issue, but quality manual is the center of the strategic quality management system, Bin Sirinidhi (2000) further explained, the Quality manual Provides information on the structure of the business, including the roles and responsibilities of all functions within the organization, including those involved in the "quality" activities. The Quality manual makes a very clear statement on the role and responsibilities of Quality Management and provides details on the scope of coverage of the quality system across the business and across products and services provided.

The Relevance of Quality manual further explain, it allows customers, suppliers and all stakeholders an opportunity to understand the structure of the organization and the commitment to "quality" practices. The Quality Manual will be a publicly available document that demonstrates capability and confidence in the quality and integrity of the organization's processes, products and services, the company of the 25.8% respondent is highly disadvantageous, since they did not construct the center of quality management document.

With regards to quality rerecords table 4.12 shows 45.2% of the responded replied there is no documentation of quality records in their company, which has adverse impact on the quality management system of the company. Quality records are kept to demonstrate conformance to specified requirements and to the effective operation of the Quality Management System (QMS). The ISO Standard clearly mandates that certain things must be recorded and treated as "quality records." These quality records can be considered the minimum required under any quality system that complies with the standard. Samples of quality records include part

specifications, engineering changes, training course descriptions, product specifications, contract reviews, corrective action Requests, non conformances and others.

4.8. Quality Objectives and Quality Policy

Quality policy and Quality Objectives are interdependent, ISO 9000(2005) further explain, Quality Policy - overall intentions and direction of an organization related to quality as formally expressed by top management. Quality Objective - something sought, or aimed for related to quality. To differentiate in simple terms, the Policy would say "The organization would strive to improve customer satisfaction" - a direction lay down by the management. The Objective is a measurable derived from the Policy. It could say something like - "Improve on time delivery performance".

Now the undefined goal or target would come into picture. "On time delivery performance" may be defined and measured in many different ways. The goal could define the measure as well as the numerical value to be achieved within a set period. "To deliver all orders within 3 working days of acceptance of order in 2020" or "to deliver at least 90% orders within agreed delivery date in 2020." Now actual performance of the organization can be measured, compared and evaluated. Improvements required, if any are enabled. What can be measured can be compared, what can be compared can be improved.

Table 4.13. Measurability of Quality Objective and its consistency with Quality Policy

Quality Objective Measurability and Consistency with Quality Policy					
		Frequency	Percent	Valid Percent	Cumulative Percent
	YES	13	41.9	41.9	41.9
Valid	NO	18	58.1	58.1	100.0

As seen in table 4.13, majority of respondents 58.1% agreed that the quality objectives and Quality policy of the company is not measurable and not consistent among themselves, this findings are not in line with our discussion, lack of measurability and consistency over the policy and objective of quality, makes performance assessment and improvement difficult, and the responsibility of each employee will be in vague. Since quality is something that

need to be improved continuously, if we don't have clarity on our measurement we may not able to exercise its improvement properly.

In table 4.13 the respondent 41.9% say yes in supporting the measurability and consistency of Quality Objective and Quality Policy of the company, this leads to clear understanding about quality and employees will be more aware of it and they clearly understand the expectation or responsibility of their jobs towards maintaining the quality objective of the company.

4.9. Communication used for Quality Management of the Company

Kumar Chondhary (2013) explains that there is strong relationship between good communication and successful quality implementation. The success of quality management demands communication with and among all the organization members, suppliers and customers.

The awareness of the employees of the company and an effective means of communication with customers and suppliers is a great deal for successful performance of quality management.

The following table shows the type of communication tools used by the top management to communicate among different stake holders of the company. As seen in Table 4.15 96.8% of the respondent agreed there is a use of meeting and seminar of communication events by the management of the company. 96.8% of the respondent agrees there is no use of Printed media of news paper and Magazine, and 19.4% of the respondent believes the company is using social networks, disapprovingly 80.6% of the respondent says no.

Table 4.14. Communication used for Quality Management of the Company

		Frequency	Percent	Valid Percent	Cumulative Percent
1. Communication Events (Meeting and Seminar)	YES	30	96.8	96.8	96.8
	NO	1	3.2	3.2	100.0
2. Printed media (Newspaper and Magazine)	YES	1	3.2	3.2	3.2
	NO	30	96.8	96.8	100.0
3. Social Network	YES	6	19.4	19.4	19.4
	NO	25	80.6	80.6	100.0

The researcher has noticed that the major coffee exporter of the world has their own website to introduce their product and its quality; this gives the customer a confidence for creating a strategic alliance with the company. In addition to the use of email the coffee exporters has to exploit the potential of internet communication, in table 4.14, 80.6% are not using the social network communication means, much effort is needed to be more effective and efficient in using this channel of communication.

Unlikely, Exporting business on an international market must advocate the use of social network since the business is expected to address a vast market in all over the world, the trend in the international business over the use of social network has increased tremendously throughout the world in the past decade, not going in the same direction of such dominate trend of communication is unacceptable and disadvantageous for the exporting business of coffee in Ethiopia. Social media offers many benefits to business owners, as it allows them to reach out to their customers and to gain the attention of more people/potential customers. A recent Social Media Marketing Industry report has shown that social media enables businesses to get exposure, traffic and gain market insights.

Carolanne Mangles (2017), specifically reflect what types of social network has been more valuable, Carolanne showed the value of each social media, You tube (81%), Twitter (80%), Instagram (66%), Google + (37%), Pinterest (36%), Snapcha (21%) and Redditt (15%); It was reported that Facebook (89%) and LinkedIn (83%) are the most valued social media platforms to use, which is no surprise as Facebook has the largest user rate and LinkedIn has been created with business-to-business objectives and aims in mind, making it a perfect platform to generate leads and increase conversion. Facebook has a wide range of users

globally, making it a perfect platform for companies to target their desired customer. With features like groups, pages and 'likes' it can also bring together a group of users with similar interests making it much easier for brands to target a larger audience all with their desired personas.

4.10. Top Management Commitment in development and implementation of   Quality Management system of the Company

The adoption of a Quality Management System should be a strategic decision made by the organization's top management. Top management must provide evidence and demonstrate their commitment to the quality management system and continual improvement by: Communicating the importance of meeting customer and any regulatory requirements, Publishing the quality policy, Ensuring that quality objectives are established, Performing management review and Providing appropriate resources. ISO-9000 (2005)

This core element in Total Quality Management system model addresses management commitment. Management commitment must be driven by a strong desire to improve the quality all business of a company. Top management must not only give a lead to the rest of the company but also ensure that the necessary decisions and actions are taken. Only top management has the motivation and the power to effect changes. Whereas many of the factors concerned with successful quality management involve management lead and follow-up with others carrying out the actions, top management must be fully involved in managing process. Irtizamansoor (2013)

Table 4.15. Top Management commitment in development and Implementation of QMS

		Frequency	Percent	Valid Percent	Cumulative Percent
1. In advocating meeting customer	YES	21	67.7	67.7	67.7
	NO	10	32.3	32.3	100.0
2. In advocating meeting regulations	YES	4	12.9	12.9	12.9
	NO	27	87.1	87.1	100.0
3. In establishing quality policy	YES	3	9.7	9.7	9.7
	NO	28	90.3	90.3	100.0
4. In conducting management review	YES	6	19.4	19.4	19.4
	NO	25	80.6	80.6	100.0
5. In availability of resources	YES	11	35.5	35.5	35.5
	NO	20	64.5	64.5	100.0

Table 4.15 shows the highest agreement of respondent noticed on is the commitment of top management in advocating meeting customers with 67.7%, the second agreement of the respondent for the commitment of top management is in availability of resources with 35.5%. Unfortunately the respondent on the commitment of top management in advocating meeting regulations, establishing quality policy and conducting management review agreed 12.9%, 9.7% and 19.4% consecutively.

As explained in Irtizamansoor (2013) above the top management is more influential for the success of the strategic quality management, adversely table 4.10 suggest the reverse, in exception of customer management the top management commitment in the other four crucial area is low. The top management needs to be more committed for regulation, quality policy, management review and availability of resources for effective strategic management system.

4.11. Integrity of Top Management when change is implemented on SQM

Different management researches have shown the top management Behavioral Integrity positively moderates the relationship between successful quality management implementation and organizational performance in success of business operation.

Table 4.16. Integrity of Top Management when changes is implemented on SQM

		Frequency	Percent	Valid Percent	Cumulative Percent
		Integrity of Top Management when changes Implemented on SQM			
Valid	YES	16	51.6	51.6	51.6
	NO	15	48.4	48.4	100.0

The delicate subject of quality from the management point of view needs more integrity to top management of the company in it relationship with the other employee of the company. Unfortunately as Table 4.16 shows the respondent view for the integrity of top management is half -half, with 51.6% yes and 48.4% No.

4.12. Employee Training and Learning

Employees require some training in order to manage the enlargement of their work role following the delegation of responsibilities for quality, they also require some training in nontechnical skills to be able to participate in quality improvement activities and they need a broader range of skills in order to flexibly respond to changing customer and market requirements (Schonberger 1994).

Firms pursuing a quality strategy have found it necessary to invest in 'human-capital-enhancing' activities such as training, in order to enhance performance improvements in productivity and customer satisfaction (Youndt, Snell, Dean and Lepak 1996).

Table 4.17. Employee Training and Learning

Descriptive Statistics					
	N	Min.	Max.	Mean	Std. Deviation
Appropriate Records of employees education	31	2	5	3.77	0.805
Competent Employees	31	2	5	3.58	0.958
Relevant Training Delivery	31	2	5	3.32	0.791
Regular Training	31	1	5	2.29	0.824
Employees Identify the training	31	1	2	1.77	0.425

As seen in Table 4.17, summary of the level of agreement about the employee of the company. The maximum agreement is for the existence of appropriate records of employees education with mean of 3.77, but the respondent main disagreement lied in the employees involvement in identifying the training with mean of 1.77, since Maximum of 5 represent Strongly Agree and Minimum of 1 represents Strongly Disagree.

If employees are not involved in identifying training, it will be less effective in solving problems or improving the operational activities of the company in maintaining the quality of the products, since employees are the one directly involved with the day to day activities of the job.

4.13. Standards and procedures

Quality Procedures describe the way your policies are achieved. For The policy and procedure can be one document and should be as simple as possible, whilst covering all possibilities. Quality standards are a way to make sure that your policies and procedures are appropriate, up to date and being followed. They show the outside world that your organization is operating well, by setting a standard for all organizations to achieve. Quality standards become more crucial as your company grows; they are a useful way to ensure you are doing everything you need to look after your staff, volunteers, service users and trustees, and to show people outside your organization that you are doing well.

The researcher tries to investigate whether there is a clear standard and procedures are implemented in product quality requirements, appropriate infrastructure, suitable work environment, assurance of product quality before supplies, producers of engagement of pre harvesting and post harvesting.

Table 4.18. Standards and procedures

Descriptive Statistics					
	N	Min.	Max.	Mean	Std. Deviation
Communicates of Product Quality Requirements	31	2	5	3.26	0.729
Appropriate Infrastructure	31	2	5	3.29	0.693
Suitable Work Environment	31	2	5	3.32	0.791
Assurance of Product Quality Before Supplies	31	1	5	3.29	0.973
Clear procedures of Engagement on Pre-Harvesting	31	1	5	2.94	0.892
Clear Procedures of Engagement on Post- Harvesting	31	2	5	3.48	0.626

As seen in Table 4.18, the respondent high level of agreement, mean of 3.48, reflected in the availability and implementation of procedures in the engagement on post harvesting, Alastair Hicks (2002) further discuss the impact of in coffee processing standards in the quality of coffee, both the dry and wet methods, the dry method involves sorting, cleaning and winnowing, flotation sun-drying and mechanical drying, the wet method, yielding 'washed' or 'mild' coffee, involves pulp removal, into flesh, skin and beans, then separation into mature and immature beans, followed by fermentation, washing and drying, each procedures has effects on the quality of coffee.

Unfortunately the respondent in Table 4.18 has less agreement on the procedures on the engagement of pre-harvesting with mean of 2.94, while product quality requirements, appropriate infrastructure, suitable work environment and product quality assurance before supplies score fair mean of 3.26, 3.29, 3.32 and 3.29; this shows the respondent agrees that there is effective procedure and standards in creating the above four points.

4.14. Investigation of monitoring process

Monitoring is essential to ensure that the intended Quality objective can be achieved within the given time frame following the activities as planned to be carried out by employees of the company. It is also essential to have some mechanisms in place so that, during its implementation, accomplishes its intended quality objective.

Monitoring process of quality management in the international business has become even more important and Sanjana and Pasty (2013) discuss it further- the continued recognition of quality and quality control is the core of business leverage, strategic goals and challenges faced by today's competitive work environment. This solution building organizational perspective calls for a review on quality requirements for organizations to secure a place in today's aggressive global markets. Globally, burgeoning literature maps out core and engaging information on managing quality in all spheres of organizational activities. This information flow compels managers to continuously rethink the relevant action plans to monitor and control quality whilst acknowledging that a certain amount of variability is normal.

Table 4.19. Monitoring process

Descriptive Statistics					
	N	Min.	Max.	Mean	Std. Deviation
Effective Monitoring Analysis and Evaluation System	31	2	4	2.77	0.617
Effective Monitoring of customer perception	31	1	5	2.81	1.014
Effective Opportunity Identification	31	1	5	2.68	0.832
Effective management review	31	1	5	32.87	0.957

As summarized in Table 4.19 the level of agreement of the respondent can be considered as disagreement, since mean of 3 reflect neutrality, but as we can see on the table the mean of the response is below 3, depict disagreement, this level of disagreement is high in effective opportunity identification with mean of 2.68. Effective assessment of opportunity is very important the external environmental analysis may reveal certain new opportunities for profit and growth. Some examples of such opportunities include: An unfulfilled customer need, Arrival of new technologies, Loosening of regulations, Removal of international trade barriers.

4.15. Strategic Quality Management Performance

Successful implementation of strategic quality management and the scale of the potential benefits that can be obtained through this approach depend on numerous factors including,

Cost effectiveness, timely delivery; enhance revenue and market share, and enhancement of price of products.

Table 4.20 Strategic Quality Management Performance

Descriptive Statistics					
	N	Min.	Max.	Mean	Std. Deviation
Cost Effective	31	1	4	3.16	0.735
Timely Delivery	31	3	5	3.97	0.657
Enhance Revenue and market Share	31	2	5	3.35	0.839
Quality Affects Price	31	3	5	3.90	0.539

The summary in Table 4.20 shows all the respondents are in agreement that the strategic quality management of the company has positive contribution with regards to the four criteria asked. The maximum agreement is the timely delivery of products with a mean of 3.97.

4.16. Use of Customer Feedback

A business is successful only when its products and services have enough buyers in the market. Yes there are several other parameters also but customers play a crucial role in deciding the success and failure of an organization. Business marketers need to focus on their end-users and what exactly they expect from their organization. Customer feedbacks should be regularly and carefully monitored before formulating any major business strategy. How can you ignore your customers who pay for your products which eventually bring revenues to your organization and yield higher profits? Prachi Juneja (2019)

Table 4.21 Customer Feedback

Descriptive Statistics					
	N	Min.	Max.	Mean	Std. Deviation
Effective Customer Communication Related to product info	31	2	5	3.52	0.769
Effective Product Improvement based on Customer need	31	2	5	3.19	0.749
Effective Customer Feedback handling	31	2	4	2.90	0.700
Effective opportunity identification of customer need	31	2	4	2.77	0.762

As table 4.21 shows, the respondent disagree on whether there is effective customer feedback handling and opportunity identification of customer need, with a mean of 2.90 and 2.77 consecutively. The highest agreement is reflected on the existence of customer communication related to product information, with a mean of 3.52.
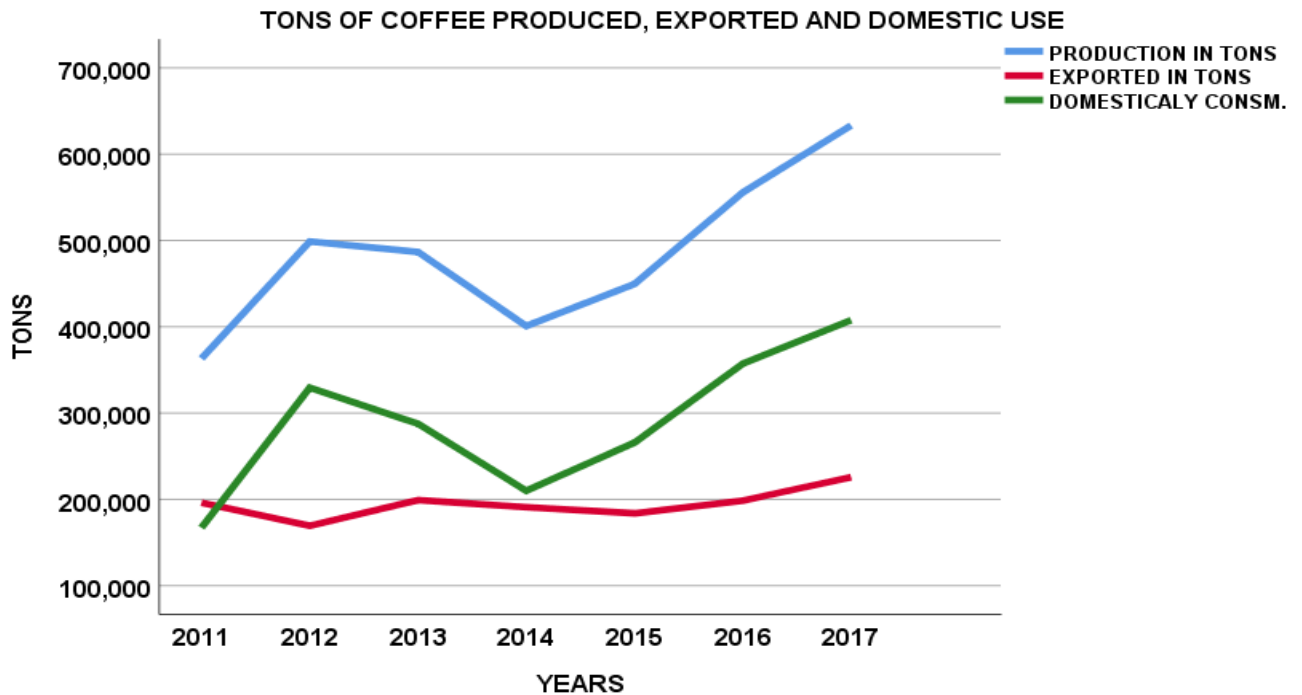

Figure 4.2: Total Coffee Production, Export and domestic consumption during 2011-2017

In support of the findings of table 4.21, the above figure shows there is high opportunity in the exporting of coffee in Ethiopia, even if it is in the expense of domestic consumptions. If we look at year 2017 the amount of coffee produced in tons is 633,410 tons and the amount of coffee exported 225,667.67 tons, this shows 35.63% of produced is only exported, if the coffee exporter spend much time in identification of opportunities and search for the potential market, the result could be tremendous.

In line with the findings of table 4.21, the discussions with exporters that's buys from Ethiopian Commodity Exchange informs, they are not able to check the quality of the coffee by themselves, as a result it might raise the failure to meet customer need.

4.17. ISO-9001 Certification

ISO 9001 aims to provide a practical and workable Quality Management System for improving and monitoring all areas of your business. Achieving the ISO 9001 standard is not about establishing a set of procedures that are complicated and difficult to manage. The aim is to provide a workable management system that is suitable for your organization. With the right support and the knowledge of your employees, you will end up with a system that will improve all areas of your organization. ISO (2015)

Such certification of quality management system means a lot for exporting business with huge international competition. International customers relationship can sustainably stayed for long period of time with high level of acceptance because of international certification.

Table 4.22. ISO 9001

CERTIFIED OF ISO 9001					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	1	3.2	3.2	3.2
	NO	30	96.8	96.8	100.0

Unfortunately, table 4.22 shows 96.8% of the respondent reveal the fact that their company is not certifies with ISO 9001, but only 1 of the respondent reveal the fact that the company is certified. The International Organization for Standardization (ISO) is an international standard-setting body composed of representatives from various national standards organizations. Founded on 23 February 1947, the organization promotes worldwide proprietary, industrial and commercial standards. Such certificate could be advantageous for winning the stiff completion in the market by attracting more potential customers and keeping the loyalty of the customers as well.

4.18. Export Business

The exporting business is more challenging that local business, because of high competition and it needs working under international rules and regulations, keeping that in mind the researcher try to investigating the performance of the company about it.

Table 4.23. Export Business Performance

Descriptive Statistics					
	N	Min.	Max.	Mean	Std. Deviation
Effective Export Planning and Implementation	31	2	4	2.74	0.729
Use of test Report for Product Acceptance	31	2	4	3.16	0.735
Effective Learning approach of product market	31	1	4	2.55	0.624
Effective International Trade Communication	31	2	5	3.45	0.768
Well informed About target market and competitors	31	1	5	2.58	0.848
Broad understanding of rules of international Trades	31	1	4	2.61	0.882

Table 4.23 shows the respondent does not agree that there is sufficient information about the target market and competitors in the market. The mean of agreement for effective export planning and implementation is 2.74 with standard deviation of 0.729, keeping in mind the neutrality is 3, and it shows disagreement. Export must be planned and implemented properly, effective export planning gives guarantee for the company that it can satisfy the demands of its customer in a timely manner, if shortage forecasted the company will take a corrective action to overcome the shortage, if there is extra products available it must find a market for its product before it is too late, since the quality of coffee is highly attached to the years of it harvesting market must be found as early as possible, all of this may come true with a proper planning of export and implementation, unable to do so, makes the company to run it export with high risk.

In addition to that the respondent does not agree with the existence of effective learning approach of product market, with the mean of 2.55, keeping in mind 3 is the level of neutrality. High agreement has been noticed in the effective international trade communication with mean of 3.45 and standard deviation of 0.768. The second high

agreement is reflected in the use of test report for product acceptance with a mean of 3.16 and standard deviation of 0.735.

Table 4.23 further shows less agreement on well informed about target market and competitors; and broad understanding for rules of international trades with mean of 2.58 and 2.61 consecutively. Understanding of International trade is very important to do business in respect to local and foreign country law and regulation. Knowledge over such an important key of international trade makes the business of export to run in a better position, if not it could lead the extent of restriction of licenses not to the business and destroy the trade mark of the company and the name of the country that is exporting, in this case Ethiopia.
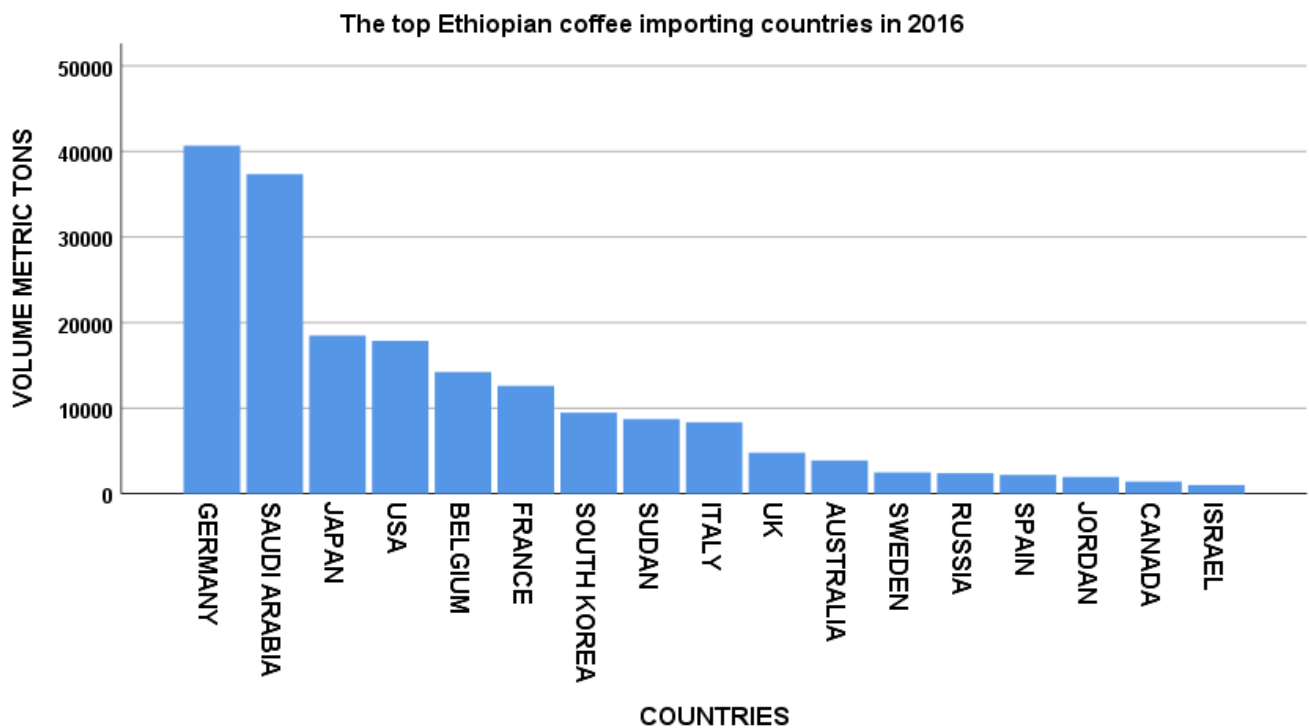

FIGURE 4.3: The top Ethiopian coffee importing countries in 2016

In reference to the above figure, it shows much diversified way of doing export and the needs for understanding the international rules and regulation for doing exporting business without any doubt is important and highly needed. The disagreement in table 4.23 for understanding of the international rules with a mean of 2.6 reveals the area needs to improve.

The discussion with Ethiopian Coffee and Tea Authority Higher officials depicts that, they identified this problems of export business with and they plan to introduce modern legal marketing behavior to the Ethiopian Coffee Exporters.

The discussion with the major exporters has further finds out that there is a weak performance of Ethiopian Coffee Exporters Association compared to the international practice, and this makes them disadvantageous not to exploit the opportunities of the international markets.

4.19. SUMMARY

The study required to conduct investigation of strategic quality management on the performance of major coffee exporters in Ethiopia by investigating its planning stages, review and monitoring, its improvement, documentation, quality objective and quality policy, its communication, top management commitment and integrity, Training and learning, standards and procedures, monitoring process, impact of strategic quality management performance, customer feedback management, ISO-9001 certification, and Export Business performance.

4.19.1. Planning, monitoring and improvement

The discovery of customer need of the planning stage of strategic quality management has been accomplished very well compared to Customer positioning, Predict the future, Gap analysis, closing the gap, alignment, and implementation. Relatively the study finds out that there is good implementation performance of the planning stages of strategic quality management system. Furthermore, the external and internal issues has been reviewed and monitored on annual basses.

The strategic quality management of the major coffee exporter companies is not improved continuously, results the failure to learn from the day to day changes of international market scenario and improve its strategic quality management.

4.19.2. Documentation and Communication

The quality policy and manual is documented well but the standards and procedures are not equivalently prepared and documented. The quality records of the exporting companies are

not prepared and documented well. The Quality Objectives and Policies of the company are less measurable and there is lack of consistency among them.

The exporting companies are more dependent in communication events of meeting and seminar, to communicate about issue of quality, printed media of news paper and magazine are less likely used, but the social network, except the use of email, are not used at all.

4.19.3. Top Management Commitment and Integrity

The top management is more committed in advocating meeting of customers and availability of resources, but less committed in advocating meeting of regulation, establishing quality policy and conducting management review. Fortunately, there is good integrity of top management at a time of changes and implementation of new ideas on strategic quality management of the company.

4.19.4. Training, Standards and Procedures

Even if there is lack of regular training and less involvement of employees in identifying the training, there is high relevancy of the training delivered and the employees are more competent. The exporting companies are able to maintain appropriate records of employees' education.

There is suitable working environment and appropriate infrastructure. There is also assurance of product quality before supplies and good communicates of product quality requirements. There is no clear procedure of engagement on pre harvesting activities, even if there is clear procedure of engagement on post harvesting activities.

4.19.5. Monitoring and impact of Strategic Quality Management

The monitoring process of strategic quality management of the exporting companies is not good, especially in opportunity identification and monitoring customer perception. The analysis and evaluation system and management review of the company is something that needs to be improved.

The strategic quality management of the companies is able to make its operation cost effective and deliver its product on a timely base. There is also a direct relationship with quality and price, the company is able to maintain the quality of its product and charge a good price for it, the market share and the revenue has enhanced because of the overall quality achievement of the company.

4.19.6. Customer Feedback Management and ISO-9001 Certification

There is effective customer communication related to product information but the customer feedback handling and identification of customer need opportunities is an area where poor performance is identified. The company is able to improve its product with customer needs.

The exporting company fails to exploit the advantage of ISO-9001, since only one of the thirty one exporting company approached is registered and certified with ISO-9001.

4.19.7. Export business performance

The exporting companies use the test report for product acceptance effectively but the export planning and implementation performance is identified poor and also the learning approaches of product market. There is weak understanding of rules of international trades and the companies are less informed about the target market and competitors.

CHAPTER FIVE
CONCLUSION AND RECOMMENDATIONS

5.1. CONCLUSION

Based on the finding of the investigation of strategic quality management on the performance of major coffee exporters in Ethiopia, it is found that indeed strategic quality management is a strategic tool for the exporting companies to employ in order to remain a competitive in an international coffee exporting business. If effectively practiced, it can bring success to the companies in terms of efficiency in operation, customer and employee satisfaction as well as enhance market share and revenue.

The finding of this investigation has lighting on the weakness of the planning process of strategic quality management system including its, review, monitoring and improvement process. Even if, we witness there is poor documentation of quality records and inconsistency of quality policy and objective; the strategic quality management system has positive contribution for the enhancement of quality of its product and its revenue.

Quality is something that needs a continuous improvement and the contribution of top management for such a consistent activity is tremendous. The impact of Standards and procedures for maintaining the quality of the product and improving it is also critical, since it is guides for the employees when they engaged in day to day activities of the companies.

Failure to implement the latest means of communication to advertise and communicate the product information is inexcusable in an international market competition. International Customer and market has to continuously assessed and evaluated to identify opportunities and exploit it for the success of the exporting business.

5.2. Strategic Quality Management plan :
the case of Gesha Village Coffee Estate

In the far western reaches of Ethiopia lie the dense, widely sprouting jungles of Benchi Maji. This breathtaking landscape is home to Gesha Village coffee Estate, our roughly 471-hectar coffee farm. since 2011,we have been transforming this remote piece of land in to the coffee farm of our dreams, cultivating some of the world 's best Gesha Coffees mere

kilometers from the variety's birth place in Ethiopia's Gori Gesha forest. After years of hard work, we're the hard work, were proud to say   GPS Marine Contractors Ltd is involved in dredging, marine construction, river and light proud to say we we're now producing coffee as awe-inspiring as our surroundings.

We planted coffee trees, relying not just on Gori Gesha but several other local varieties. we forged relationships with the indigenous Mean it People ensuring both mutual understanding of respecting the land as well as a local workforce.

Vision:- Connect the world to Ethiopia and reveal all of its beauty with in a perfect cup of coffee!

Mission:- Gesha Village's to be the finest, most environmentally conscious coffee farm in Ethiopia, with uncompromising commitment to quality in every step of cultivation and processing, with the ultimate dedication to our employees and to our Customers.

Objective:- sustain the current market for the next 5years and expand our market to Asia Countries.

A key way to achieve this is by operating a Quality Management System (QMS) in accordance with the requirements of ISO 9001: 2015 and implementing the strategic quality management plan.

Top management is committed to:

- Satisfying applicable requirements by ensuring that customer and applicable statutory and regulatory requirements are determined, understood and consistently met.
- Continual improvement of the S Q M by ensuring the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed and the focus on enhancing customer satisfaction is maintained.

Top management shall:

- Take accountability for the effectiveness of the SQMP.
- Ensure the quality policy and quality objectives are established for the SQMP and are compatible with the context and strategic direction of the Company. Quality objectives have been set and are maintained as part of the SQMP internal auditing, monitoring and management review processes, in order to enhance customer satisfaction.
- Promote the use of a process approach and risk-based thinking.
- Ensure that the resources needed for the SQMP are available; including training, support and encouragement.
- Communicate the importance of effective quality management and of conforming to the SQMP requirements.
- Ensuring that the SQMP achieves its intended results.
- Engage, direct and support persons to contribute to the effectiveness of the QMS.
- Promote improvement.
- Support other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

This plan will be communicated to all employees and organization working for or on our behalf. Employees and other organizations are expected to co-operate and assist in the implementation of this plan, whilst ensuring that their own work, so far as is reasonably practicable, is carried out without risk to themselves, others, or the environment.

This policy will be reviewed annually by top management and where deemed necessary will be amended and re-issued. Previous versions of this plan are archived.

This plan is available to relevant interested parties, upon reasonable request.

- To meet or exceed customer delivery expectations on at least 95% of the orders
- To reduce the Export process non conformance, not to exceed 1.5% of the orders
- To reduce customers' contract rejects to a maximum 1% of the orders
- Compliance with statutory and regulatory requirements
- This objective is measured by zero actions that lead to violations or findings from regulatory inspections.
- To maintain the ISO 9001 Standard requirements through 15/09/2018.
- This objective is measured by no major non-conformance findings on surveillance audits.

The strategic quality management plan and Quality Objectives are communicated, understood and applied within Gesha Village Coffee Estate by several means, including:

- posting of the strategic quality management plan throughout the site
- Periodic meetings, such as monthly Meetings, at which the strategic quality management plan are discussed, and for which attendance is recorded. Along with the results, discussion about the employee's contributions and implications of not conforming to SQMP requirements are discussed.
- internal audits inquire of audits and witnesses their understanding of the Quality Policy and Quality Objectives

The strategic quality management plan on made available to interested parties by posting on company web sites.

Top Management assures that Quality Objectives are established and understood throughout Gesha, as appropriate, including those that support product quality requirements.

Quality management system (QMS) planning meets the applicable requirements of ISO 9001:2015 and the Quality Policy and Quality Objectives. Planning is recorded in the Management Review Checklist (MRC).

Signed.... **Date**: 1/July/2019

Review Date: 30/June/2020

General Manager

5.3. Recommendation

The management must implement tools to predict the future and identify the potential market with customers positioning during the planning stages of strategic quality management. Regular monitoring and communication of the outcome of quality management has to be done frequently, and continuous assessment and learning of international market has to be used for the improvement of strategic quality management system.

The management must set a quality policy and objective with consistency and measurability, and it must be documented and available for further use by the employee of the company, the quality records for product cycles have to be documented properly so that confusion on the quality of the product can be avoided.

Distance is the critical barrier for implementing effective communication over the exporting business, and the researcher highly recommend the use of the latest mean of communication of social networks, this could be to the extent of having website of the company including the use of facebook and twitter, in addition to other social networks like youtube.

The top management has to be more committed for meeting regulations and establishing quality policy and conducting strategic quality management review and the monitoring activities have to be effective in identifying opportunities and customer perceptions, in addition to, in the case of pre harvesting activities the management has to set clear and implementable standards and procedures.

Even if the strategic quality management of the companies has positive impact on cost, pricing market share and revenue of the company, much need to be done with regards to customer feedback management.

In an international business such as exporting the impact of international certification is immense. If the exporting business has to be done in competitive manner, certification of ISO-9001 will be helpful. In addition to that, the international regulations of exporting coffee have to be dealt carefully and identification and assessment of a potential product market and competitors must done effectively and must be integrated with export planning and implementation.

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