

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF COMMERCE**

**DEPARTMENT OF ECONOMICS AND PURCHASING AND**



**SUPPLY**

**AN EVALUATION ON HOW LOGISTICS MANAGEMENT AFFECT  
ORGANISATIONAL PROFITABILITY. A CASE STUDY OF DELTA BEVERAGES**

**BY**

**KUDAKWASHE MADHONGI**

**(B192691B)**

**A DISSERTATION SUBMITTED IN PARTIAL FULLFILMENT OF THE  
REQUIREMENT FOR BACHELOR OF COMMERCE HONOURS DEGREE IN  
PURCHASING AND SUPPLY DEGREE OF BINDURA UNIVERSITY OF SCIENCE  
EDUCATION IN THE FACULTY OF COMMERCE**

**JUNE 2023**

**RELEASE FORM**

**NAME OF AUTHOR: KUDAKWASHE MADHONGI**

**REGISTRATION NUMBER: B192691B**

**TITLE PROJECT: An evaluation on how logistics management affect organisational  
profitability. A case study of Delta Beverages**

**DEGREE FOR WHICH : BACHELOR OF COMMERCE (HONOURS)**

**PROJECT WAS PRESENTED DEGREE IN PURCHASING AND SUPPLY.**

**YEAR GRANTED : 2023**

The Bindura University Library is hereby authorized to create single copies for private and academic research use only. Other rights to publishing are reserved by the author, and no substantial portions of the project or extracts from it may be printed without that author's express written consent.

**SIGNATURE.....**

**ADDRESS: 3790 Morning Side Chitungwiza**

**DATE:**

## **ACKNOWLEDGEMENTS**

I genuinely appreciate Jesus Christ, the all-powerful God and knowledge-source. Glory be to him always and forever. The assistance of my study is greatly indebted to my supervisor, Ms. Tapfuma, in demonstrating extended competence in guiding my research while also demonstrating a high level of devotion to my accomplishment, was also essential to the completion of my study and is appreciated.

Greatly appreciating my Father Nicholas Madhongi, who motivated me to pursue the logistics research topic. I also like to appreciate the other family members and steadfast monetary and encouragement support. Not forgetting mom, Mrs L. Madhongi, for her moral support and her prayers for my achievement. I want to sincerely thank my loving parents for their prayers and support. Last but not least, I'd like to remember my younger sister Sharon Matimbire, who passed away on January 15, 2023. May you continue to rest in peace.

Also appreciating my friends in assisting me expand knowledge, and will forever be grateful.

## APPROVAL FORM

The signatory attests that they have read, approved, and suggested that this dissertation thesis, entitled **"An evaluation on how logistics management affect organization profitability,"** be accepted by Bindura University of Science Education. an investigation into Delta Beverages. Madhongzi Kudakwashe has submitted the subject as a partial fulfillment of the requirements for the **Bachelor of Commerce (Honors) Degree in Purchasing and Supply.**

..... /...../...../

(Signature of Student)

Date

..... /...../...../

(Signature of Supervisor)

Date

..... /...../...../

(Signature of the Chairperson)

Date

..... /...../...../

(Signature of the Examiner (s))

Date

## DECLARATION FORM

I, Kudakwashe Madhongi, with registration number B192691B, hereby certify that this research has not been submitted for any degree, and that where appropriate, acknowledgments have been provided for the contributions of others.

Signatory: Madhongi Kudakwashe

Signature.....

Date.....

## Table of Contents

|   |     |
|---|-----|
| RELEASE FORM .....  | i   |
| ACKNOWLEDGEMENTS .....  | ii  |
| APPROVAL FORM .....   | iii |
| DECLARATION FORM .....  | iv  |
| Table of Contents .....   | v   |
| LIST OF TABLES .....  | ix  |
| LIST OF FIGURES .....   | x   |
| ABSTRACT .....  | xi  |
| CHAPTER 1 .....   | 1   |
| 1.0 INTRODUCTION .....  | 1   |
| 1.1 Background of the study .....   | 1   |
| 1.2 Statement of the problem .....  | 2   |
| 1.3 Research Objectives .....   | 3   |
| 1.4 Research Questions .....  | 3   |
| 1.5 Research propositions .....   | 3   |
| 1.6 Significance of the study .....   | 4   |
| 1.7 Delimitation .....  | 4   |
| 1.8 Limitation .....  | 5   |
| 1.9 Definition of terms .....   | 5   |
| 1.10 Chapter Summary .....  | 6   |
| CHAPTER 2 .....   | 7   |
| 2.0 Introduction .....  | 7   |
| 2.1 Logistics Overview .....  | 6   |
| 2.2.1 Logistics challenges and delays in the movement of goods and services ..... | 9   |

|   |    |
|---|----|
| 2.2.2 Poor procurement approaches .....                                       | 10 |
| 2.2.3 Poor logistics management planning .....                                | 10 |
| 2.2.4 Transportation problems .....   | 10 |
| 2.3.1 Logistics bottlenecks .....   | 10 |
| 2.3.2 High lead times increasing logistics costs .....                        | 11 |
| 2.3.3 Logistics bottlenecks .....   | 11 |
| 2.3.4 Hindering of supply chain efficiency .....                              | 11 |
| 2.3.5 Logistics constrain model .....   | 11 |
| 2.3.6 Logistics Management contribution in organisational profitability ..... | 13 |
| 2.3.7 Financial management .....  | 13 |
| 2.3.8 Asset management .....  | 13 |
| 2.3.9 Decision maker management .....   | 13 |
| 2.4 Customer management .....   | 14 |
| 2.4.1 Personnel employee management .....                                     | 14 |
| 2.4.2 Professionalism in Transport .....                                      | 14 |
| 2.4.3 Tools and techniques to improve logistics in an organization .....      | 14 |
| 2.4.4 Strategic logistics management .....                                    | 15 |
| 2.5 Empirical Evidence .....  | 15 |
| 2.7 Conclusion .....  | 18 |
| CHAPTER 3 .....   | 18 |
| Research Methodology .....  | 18 |
| 3.0 Introduction .....  | 18 |
| 3.1 Research Design .....   | 19 |
| 3.1.1 Justification .....   | 19 |
| 3.2 Target population .....   | 19 |

|   |    |
|---|----|
| 3.3 Sample .....  | 19 |
| 3.3.1 Stratified Random Sampling Technique .....                                      | 20 |
| 3.3.2 Justification of using stratified sampling technique .....                      | 20 |
| 3.3.3 Judgmental Sampling .....   | 21 |
| 3.4 Sources of Data .....   | 21 |
| 3.4.1 Primary Data .....  | 21 |
| 3.4.2 Secondary data .....  | 21 |
| 3.5 Data Collection Instruments .....   | 22 |
| 3.5.1 Justification of the instruments .....  | 22 |
| 3.5.2 Interviews .....  | 22 |
| 3.6 Reliability of Research Instruments .....   | 23 |
| 3.6.1 Validity of Research Instruments .....  | 23 |
| 3.7 Chapter Summary .....   | 23 |
| CHAPTER 4 .....   | 24 |
| PRESENTATION, ANALYSIS AND DISCUSSION OF DATA .....                                   | 24 |
| 4.0 Introduction .....  | 24 |
| 4.1 Analysis of the response rate .....   | 24 |
| 4.2 Demographic Characteristics of respondents .....                                  | 24 |
| 4.2.1 Gender of Respondents .....   | 25 |
| 4.2.2 Academic qualifications of respondents .....                                    | 25 |
| 4.2.3 Length of service in the organization .....                                     | 26 |
| 4.2.4 Familiarisation with the concept of logistics management. ....                  | 28 |
| 4.3 Problems which result in poor logistics management .....                          | 29 |
| 4.4 Problems faced by logistics management towards organisational profitability ..... | 31 |
| 4.5 How management contribute towards logistics management at your organisation ..... | 33 |



|   |    |
|---|----|
| 4.6 Frequently used inventory control system at your company .....            | 34 |
| 4.7 Type of transport service used to transport goods from suppliers. ....    | 36 |
| 4.7.1 Transport service being used efficient and reliable .....               | 37 |
| 4.8 Attempts being done to improve logistics management at your company ..... | 39 |
| CHAPTER 5 .....   | 41 |
| SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION .....                      | 41 |
| 5.0 Introduction .....  | 41 |
| 5.1 Summary of Findings .....   | 41 |
| 5.2 Major conclusions drawn .....   | 41 |
| 5.3 Recommendations .....   | 3  |
| 5.4 Chapter Summary .....   | 4  |
| APPENDIX .....  | 9  |

## LIST OF TABLES

|   |    |
|---|----|
| Table 3.1 Sample .....                                    | 20 |
| Table 4.1: Analysis of the response rate .....            | 24 |
| Table 4.2 Academic qualification of the respondents ..... | 25 |

## LIST OF FIGURES

|   |                                     |
|---|-------------------------------------|
| Figure 4.1: Average response rate.....  | <b>Error! Bookmark not defined.</b> |
| Figure 4.2 Gender of respondent's percentage.....   | 25                                  |
| Figure 4.3: The length of service at the institution.....                                   | 26                                  |
| Figure 4.4: Familiarisation with the concept of logistics management.....                   | 28                                  |
| Figure 4.5 Problems which result in poor logistics management.....                          | 30                                  |
| Figure 4.6 Problems faced by logistics management towards organisational profitability..... | 31                                  |
| Figure 4.7: How management contribute towards logistics management at your organisation.... | 33                                  |
| Figure 4.8: Frequently used inventory control system at your company.....                   | 34                                  |
| Figure 4.9: Type of transport service used to transport goods from the suppliers.....       | 36                                  |
| Figure 4.10 Transport service being used is it efficient and reliable.....                  | 38                                  |
| Figure 4.11 Attempts being done to improve logistics management at your firm.....           | 39                                  |

## ABSTRACT

Purpose of the study is to look into how logistics management impacts organizational profitability, with a primary focus on Delta Beverages. The research's main finding centred on ineffective management of the efficient transfer of stock from multiple offices around the country, which led to stock outs and order delays and ultimately cost the company customers' goodwill. . The purpose of the study was to determine both the positive and negative aspects of logistics management's impact on an organization's profitability.

The researcher then specified the steps Delta Beverages should take to ensure that logistics management does not negatively impact organizational profitability using the study's findings, the literature analysis, and additional research. The 15 chosen respondents were given questionnaires, and four managers participated in the interviews. Pie charts, graphs, and tables were used to present the data. Recommendations were made after examining causes and consequences of logistics management on organizational profitability.

Poor communication and delayed product deliveries were the hallmarks of the logistics management, which had a significant negative impact on the company's profitability because it affected consumers' goodwill. In order to facilitate efficient and effective stock movement from the point of origin to the end user in the defined time frame in which the product is required, it was proposed that Delta Beverages develop strategic, unambiguous logistics strategies that must be communicated to stakeholders.

# CHAPTER 1

## 1.0 INTRODUCTION

Logistics management having grown too complex, management must use new technical advancements and manufacturing methods that are used in the dynamic business environment. Institutions need to understand the value of logistics management if they want to remain competitive since it will boost their financial performance and foster positive interactions with other parties. . This study's objective is to examine the problems with Delta Beverages' logistics management and how they impact the financial performance of the company. The background of the investigation will be described in this chapter, along with an overview of Delta Beverages. It displays the problem's statement and highlights the study's goals, research questions, and importance. It also states assumptions, limitations, delimitations, definitions of terminology, and a summary.

### 1.1 Background of the study

This is accomplished by meeting client demands at the ideal moment, location, cost, and volume. According to Boyson (1999), all logistics systems must produce customer service as their end product. Despatch waiting period, merchandise handiness, the dependability of despatch of merchandise, and supply flow are used to measure a good logistics system. Additionally, logistics management focuses on making products financially beneficial in their markets at the proper time and location in order to satisfy client expectations. Delta Beverages is a company registered in Zimbabwe with interests in beverages (manufacturing and distribution) and the Agro Industrial sectors. It is one of the top quoted firms in terms of market capitalization and is listed on the Zimbabwe Stock Exchange. Lager beer, traditional sorghum beer, and sparkling soft drinks are all produced and distributed by its beverage division across the nation. The company is active in the production of PET bottles, injection-molded plastic goods, and blow-moulded plastic goods in the agro-industrial sector, glass container production, food processing, wine and spirit production and distribution. In addition, it distributes fruits and vegetables and produces agricultural products. The Salisbury Lager Beer layed the company's foundation stone in 1898, marking the beginning of its history.. It was first listed on the Stock Exchange in 1946 as Rhodesian Breweries Limited. It later changed its name to Delta Corporation in 1978.

Due to the extensive subsidiary connectivity, logistics are of utmost significance for the firm's profitability through distribution of inventories to every branch in the country. Since it ends with gathering raw materials from manufacturers, storage of raw materials at the depository, and distribution of products to other depots, logistics is significant at Delta Beverages. If done correctly, logistics management is of utmost importance to Delta Beverages because guarantees that customer loyalty and goodwill are maintained to their fullest extent through the it the shipment of commodities to the proper location, time, cost, together with quality. In order to support direct product delivery to both wholesale and retail customers, The internal fleet of Delta Beverages now consists of 236 prime mover vehicles, 436 trailers, and 99 forklifts. These facilitate the direct shipment of goods to both retail and wholesale consumers. Looking at a company like Delta Beverages the fleet is quite small to meet its customer's demands as they hold a 96% market share on the supply of beer and 85% on the supply market of non-alcoholic drinks. Clearly ascertaining them as the market leaders. In order to meet demand and transfer raw materials into their plants for production, there is an obvious requirement for fleet expansion as well as recruiting from private transport operators. Since there are very few vehicles, warehouses, and resources from the top management, logistics management at Delta Beverages proves to be more difficult. Due to this, all Delta Beverages branches have fallen short in providing adequate after-sales services, which encourages customer loyalty. Frequent truck failures as a result of excessive use have also resulted, as have delayed deliveries. This has a detrimental effect on the company's financial success. This was evident in their 2019 reports, which showed that they had used up all available outside funding for borrowing.

Stank (2000) asserts that it is critical to inform decision-makers of the value and efficiency of better logistics. The business could gain from having a senior executive who recognizes the importance of logistics and can make sure the consideration of logistics management in making strategic decisions. A sizable sum of money has been wasted due to stock shortages and excess inventory of products with slow sales due to poor forecasting by logistics management. Due to these problems, orders have been inconsistent, goods and services have been delayed, and customers' demands and expectations have not been met, creating logistical difficulties.

## **1.2 Statement of the problem**

Organisation's centralized purchasing department is struggling with overstocking, bad forecasting, poor communication with branch managers, and bad database administration of

suppliers. These issues affects stores, which have significant inventory holding expenses for slow-moving goods. This then prevented the company from using its capacity profitably due to failures and a shortage of delivery trucks that cause delivery delays and disturb the orderly flow of supplies, there has also been a rise in the cost of vehicle maintenance. There trucks have since been seen to be frequently in need of tow services after constant breakdowns.

### **1.3 Research Objectives**

The research objectives are as follows:

- i. Ascertaining reasons why logistics management affects the organization's profitability.
- ii. How logistics management affects the company's ability to achieve profitability.
- iii. To examine the impact of bad management on logistics management.
- iv. To suggest and advance the most effective plans and strategies for enhancing logistics management.

### **1.4 Research Questions**

- i. Describe logistics management aspects that affect the organization's profitability?
- ii. How does logistics management influence the profitability of the firm through management practices?
- iii. What is the impact of ineffective management on logistics management and its contribution to profitability?
- iv. What methods and ways that can be used to enhance logistics management?

### **1.5 Research propositions**

Following aspects and difficulties will be taken into account to make sure that the research study is effective.

- i) That what is taking place at Delta Beverages head office is happening to all Delta Beverages depots.
- ii) The tools used are valid and trustworthy, and the process is ethical and acceptable.
- iii) The study's findings apply to all businesses in the same sector as Delta Beverages.

## **1.6 Significance of the study**

### **Organisations in the industry**

Research findings provide suggestions for companies within the beverage industry to develop growth strategies that can improve not only their own profitability but also benefit the sector overall.

### **Delta Beverages**

Through the use of the suggested approaches found by the researcher, the researcher thinks that Delta Beverages can benefit from the study.

### **Government**

The research is helpful to the government because it will result in higher living standards for people, the creation of jobs because the businesses will have the resources to grow their branch networks, and higher tax revenues from pay as you earn, corporate taxes, and value added taxes.

### **University**

The study will be useful to the university because it may be consulted by other students who are studying the same area of research. The study's conclusions may have positive effects at the national and international levels.

### **Student**

This project shall provide the pupil with the skills, information together with background necessary in doing research on a range of subjects in the future. A portion of the criteria for the Bachelor of Commerce with Honours in Purchasing and Supply Management degree will also be met by the study.

## **1.7 Delimitation**



The researcher's primary area of investigation was Delta Beverages and how various logistics issues impact the company's overall profitability. The study's time frame is from 2019 to 2022.

### **1.8 Limitation**

- i. Although a descriptive design was employed and both primary and secondary data were utilized, the results were deemed satisfactory despite the potential for inaccuracies resulting from respondents providing incorrect information.
- ii. Due to time limitations and the contractual obligations of the Secrecy Act, some respondents hesitated to provide information, fearing a breach of confidentiality. However, the researcher had to assure them that any data acquired would be only used for scholarly purposes and kept in the strictest of confidence.

### **1.9 Definition of terms**

According to Bowersox (2002), logistics is the act of organizing, carrying out, and managing the physical transportation of commodities from their points of origin to their places of use in order to satisfy the needs of customers to make profit.

According to Syson (1992), profitability refers to a company's ability to produce additional revenue.

As per Sparks (2004), logistics management refers to a comprehensive approach for coordinating, executing, and regulating the movement of data, supplies, and services from suppliers of raw materials and components to the ultimate consumer through the manufacturing of the final product.

Logistics is the management of the movement of materials within an organization, from raw materials to finished goods, according to Ballou.R. (2006).

Frazelle (2002) identifies poor procurement strategies as a significant contributor to issues in logistics management. These include price increases, rework requirements, excessive deliveries, late deliveries, non-delivery, incorrect supplies, faulty goods, and, most critically, deliveries containing fewer items than ordered.

Syson (1992), a customer is defined as an individual or organization that buys services, products, or ideas from a merchant or supplier in exchange with payment or some other form of compensation.

## **1.10 Chapter Summary**

Chapter 1 of the dissertation, is a crucial introductory chapter that aims to present the research problem, the study's history, the statement of the issue, and, guiding principles, and research methodology. Additionally, it emphasizes the importance and size of the study. A thorough analysis of the theoretical and empirical literature pertinent to the study subject is provided in the following chapter, Chapter 2. The research methodology is covered in full in Chapter 3, together with information regarding the research plan, data gathering, sample size, and analysis. The study's results are displayed in Chapter 4 along with a data analysis. Using right statistical techniques. Finally, Chapter 5 concludes the dissertation by summarizing the research objectives and findings and providing policy suggestions based on the research outcomes.

## **CHAPTER 2 LITERATURE REVIEW**

### **2.0 Introduction**

A review of the literature is a search and evaluation of the body of knowledge on the subject you have chosen. According to Boote and Beile (2005), a review of the literature evaluates studies that have been identified in it that are related to a certain topic of study. A literature review outlines the current level of knowledge for the subject you are writing about. There are four primary goals for a literature review. which are

- It provides a review of the literature in the area of research you have selected.
- It gathers an overview of the information in that literature.
- There is an organized presentation of the literature.
- It critically assesses the material obtained by highlighting knowledge gaps, highlighting the limitations of concepts and points of view, recommending areas for further research, and discussing divisive subjects.

According to Lambert et al. (1998) and Stock and Lambert (2001), logistics can be defined in terms of the administration of a company's supply chain and logistical activities. Reverse

logistics is a subset of transportation, which also includes customer service, warehousing and storage, picking the location of factories and warehouses, inventory management, order processing, logistics communications, procurement, material handling, packaging, demand forecasting, part and service support, scavenging and scrap disposal, and reverse logistics. To be more specific, logistics management entails the efficient control of the movement and storage of information, products, and services from their source to their final destination. It is a subset of supply chain management. Logistics management's primary objective is to satisfy customer needs while lowering costs and boosting revenue for the business. It ensures that goods and services are delivered efficiently and on time, which is crucial for the success of businesses in numerous industries, including the beverage industry

Logistics management is a critical tool for businesses to minimize costs and enhance customer service. It is a supply chain management tactic that involves organizing, controlling, and executing the movement point from their point of origin to the point of storage of goods, services, and data their destination, in order to fulfill customer demands. Helsinki (1996) explains the use of logistics as a planning framework for businesses., which involves managing flow of goods, services, information, and capital. In today's modern corporate environment, logistics is critical for the efficient flow of information, communication, and control systems to keep businesses running smoothly. Logistics management serves as a key support system for other economic sectors and is vital to meeting consumer demands while reducing costs and improving customer satisfaction.

As per Lambert (2003), several trends have made logistics increasingly important, including growth of new retail chains and mass merchandisers, changes in inventory philosophy, increased computer usage, concerns over product safety, and the rise of online distribution channels. The objective of logistics management to make sure that proper products arrives at the right location, at the proper moment and condition, and at the appropriate cost meeting customer's demands. Logistics has also become a critical priority for modern businesses, and success hinges on factors such as efficiency, effectiveness, and differentiation (Fugate et al., 2010).

## **2.1 Logistics Overview**

According to Sparks (2004), logistics management involves the process of identifying needs, acquiring resources, distributing them, and maintaining them to ensure they are always ready for use throughout their lifecycle. Meanwhile, Gubbins (2003) argues that the primary role of logistics in supply chain management is managing demand, which requires anticipating and

fulfilling customer orders while maintaining specific service standards. This involves using information collected from customers to inform production schedules and marketing plans.

Logistics management involves ensuring profitable availability of products in the right place and at the right time to meet customer needs. Boyson (1999) explains that if the market is spread out and the demand fluctuates, stocking becomes necessary at different stages of the transport chain to mitigate risk of production and demand variability. Additionally, stocking enables a predetermined level of service to be maintained for customers which determines the size, location, and stock levels of warehouses based on the speed and size of the transport system.

Cooper (2004) argued that logistics management involves the strategic management of the movement, storage, and information related to materials, parts, and finished goods in supply chains- from procurement to final distribution. Its primary objective is to achieve maximum current and future profitability by reducing costs and ensuring effective fulfillment of customer orders. Additionally, according to Lambert (2003), several trends have led to the increased importance of logistics, such as product line proliferation, computer technology, increased public concern for products, growth of large retail chains, and reduction in economic regulation, among others. The case of Delta Beverages further highlights globalization and the growing power of retailers.

### **2.2.1 Logistics challenges and delays in the movement of goods and services**

A logistic management delay, according to Lyson (1998), is a delay brought on by inadequate planning, which causes resources to be unavailable when they are needed to perform a task. Similarly, Rodgers (1998) states that reverse logistics procedures and techniques can create difficulties for businesses in accurately identifying and categorizing returned goods, delaying logistics.

According to Akerman et al. (2007), internal and external practices are to blame for the logistical delays problem that arises from the warehouse's current need to build and coordinate practices related to the storage of components.

Kent (2009) suggests that unexpected deliveries made during working hours can lead to delays in the logistics process. This might obviate the need for technical and material inspections, as well as labelling every component brought to the shipyard. As a result, warehouse staff and production department staff may need to spend additional time identifying unlabelled components, leading to delays and inefficiencies in the logistic process.

### **2.2.2 Poor procurement approaches**

As per Frazelle (2002), poor procurement methods are the root cause of several challenges in logistics management, including price increases, reworks, surplus deliveries, late deliveries, full non-delivery, inaccurate supplies, defective items, and delivery of less-than-ordered deliveries. Poor technical support, ineffective logistical procedures in the procurement department, and unclear communication between the customer and the supplier are among the contributing factors to these issues.

### **2.2.3 Poor logistics management planning**

Supply chain disruptions can be brought on by both internal and external reasons, according to Gubbins (2003). Among the internal factors are inaccurate safety stock calculations, poor sales forecasting, supplier delays, inaccurate demand to material forecasting, changes in demand during lead times for procurement, inadequate buffer logistics, and insufficient reviews of the way it is greatly needed in the market and its rate of manufacture.

### **2.2.4 Transportation problems**

According to Sparks (2004), ineffective logistics planning can result in expensive stock outages that have a detrimental impact on client satisfaction and brand reputation. Effective incoming and departing logistics can improve the efficiency of downstream effectiveness delivered at the appropriate time and place. Projects like production and distribution can benefit from effective logistics management in order to meet consumer demands.

### **2.3.1 Logistics bottlenecks**

According to Druker (1986), reverse logistics should be carefully evaluated to consider both its benefits and drawbacks. Poor logistics management can lead to reverse supply chains, which must be re-examined due to changing labor pricing and transportation costs. When evaluating outsourced supplier alternatives for warehouse site, repair facility locations must be considered.

Long distance transportation of goods can have a negative impact, necessitating precise logistical procedures and monitoring of fuel usage and maintenance expenses to avoid wasting money.

### **2.3.2 High lead times increasing logistics costs**

According to Rodgers (2008), the expenses connected with logistics are caused by the activities that support the logistical process. Information, inventory, facilities, and transportation are the four cost-drivers in logistics. Delivery lead periods increase the importance of the information cost since there may not be enough monitoring of the cargo information to allow for changes in transit modes and carriers. Transportation expenses, order processing costs, information system costs, lot quantity costs, and inventory carrying costs are the only logistical cost components that have an impact on lead time variability.

### **2.3.3 Logistics bottlenecks**

As Stank (2000), stipulates logistical bottlenecks can be caused by a lack of competent labour, slow decision-making processes, lack of operating capital, and excessive borrowing costs. These bottlenecks can cause long line-ups in front of work centres leading to a slow-down in the entire manufacturing process and increased costs for the business. Cooper (2004) defines a bottleneck as a barrier or area of congestion that hinders the smooth functioning of a task, while Lisbon (2009) states that bottlenecks in freight transportation can slow down the movement of commodities and impair the supply chain's ability to operate efficiently.

### **2.3.4 Hindering of supply chain efficiency**

Distribution, according to Chopra (2001), is transportation and storage of items along supply chain from manufacturer to the customer. Effectiveness of the delivery system has a big impact on how well the supply chain network performs. It is hard to accomplish the supply chain's objectives of high responsiveness, low cost, and quality if the distribution network is inefficient.

### **2.3.5 Logistics constrain model**

#### **Theory of Constraints**

Goldratt created the Theory of Constraints (TOC) in 1986, aims to increase the effectiveness and management of a company's supply chain. This theory focuses on problem-solving, decision-making, and various tools that create supply chain networks using thought processes and composite planning. The TOC highlights the importance of identifying constraints or bottlenecks in the supply chain and developing a plan to reduce or eliminate them. This approach is designed to enhance the delivery of goods or services, reduce costs, and improve customer satisfaction.

## **Main Principles**

The three ways to boost profitability, according to TOC, are through improving operation efficiency, reducing inventory, and reducing operating costs. These goals must be reached by focusing on five steps: identifying the constraint in the system, selecting an approach to exploit it, deferring everything else in favour of the chosen approach, raising the constraint, and improving the production flow.

A constraint impacts the entire supply chain once it begins, thus it must be identified, monitored, and controlled at first to make it significantly less destructive to the ways in which the company is operating.

## **Assumptions**

As per Goldratt (1986), the Theory of Constraints (TOC) can be used to monitor and improve an organization's supply chain by taking into account problem-solving, management decision-making, and composite planning. The theory emphasizes the use of three metrics - operational expenses, logistical activity, and efficiency - to measure and manage the constraints that organizations face. Another crucial idea is throughput, which is the rate at which profits from sales are generated. Efficiency seeks to reduce resource waste, whereas All material transportation is referred to as logistics inventory flow, including incoming and outgoing logistics. Businesses must make wise decisions using inventory flow and throughput to inform financial choices, and operational costs in order to turn a profit. As mentioned earlier, operational expenses refer to all the monetary resources utilized by a system to place orders for inventory and move throughput. Making a profit is typically the main goal of any business, regardless of whether it is a profit-driven enterprise or not, as generating profits is necessary for achieving the organization's overall objectives. . In order for organizations to reach their financial objectives, it is crucial that they have a solid understanding of how to calculate operating costs, inventory flow, and throughput to make financial decisions.

## **Critique by others on logistics view**

The Theory of Constraints (TOC), according to Cox et al. (1988), an approach to management. Principle that might be seen as three distinct but connected worlds in transport and performance evaluation, and logical analysis. . It entails determining the root cause of an issue, examining the reality tree as it stands, seeking for and increasing win-win solutions, and creating, implementing ploy using tools from the thought process. The management of buffers and the addition of value



to goods and services are both essential components of logistics, and throughput, inventory, operational costs, and the five focusing processes are included in performance measurement.

### **Own comments**

A management philosophy, the theory of constraints aims to optimize business profitability by boosting operational effectiveness and lowering total operating costs. An organization must consider the theory because it is quite helpful while administrating logistics.

### **2.3.6 Logistics Management contribution in organisational profitability**

According to Zikmund (2003), if transportation administration is done correctly, it can boost the firm's profitability. Effective cash, asset, client, decision-making, and employee management make this possible

### **2.3.7 Financial management**

Logistics managers reportedly have trouble estimating, defending, and controlling logistical expenses, according to Zikmund's (2003) study. Cost distribution to each logistical user is a challenge. This is a result of the inadequate logistics forecasting techniques currently in use. As a result, the company will incur opportunity cost and purchase more stock. This is because the firm's financial muscle will be weaker as a result of the investments made with the money for products that move slowly.

### **2.3.8 Asset management**

Human labour being of little cost in short term but typically costs increases in the future, the company's costs will increase if modern automotive technology, such as the use of conveyer belts, is not utilized. This is the case since the workers who perform manual labour require insurance as well as pension costs, which is not incurred through the use of machinery. Also, they must keep track of and maintain fixed assets like warehouses to make sure they are completely functional. For example, they must check to see if there are any leaks that could spoil the products during manufacture inside, in-turn lowering the quality of the finished products and raising the company's costs through wastage spoiled produce. Constant asset development is called for.

### **2.3.9 Decision maker management**

A significant portion of senior management frequently fails to acknowledge the role that logistics management plays in attaining the organization's overall objectives. The organization needs a top official with in-depth understanding of logistical processes to take part in strategic negotiations.

As a consequence, the business will have clear guidelines for managing logistics, and the workforce will be more knowledgeable about logistics and effective as a result, which will lower inefficiencies and lower operational expenses.

## **2.4 Customer management**

Delivering items to clients while maintaining high standards of quality produce, location accuracy, cost curbing, and timing is part of customer management. It is crucial to do this since it encourages customer loyalty and goodwill. This will increase the company's overall profitability by raising sales and revenue for the company. Also, the company must adhere to regulatory requirements to make sure that the packaging is appropriate and low-cost in order to avoid incurring misconduct fines from all regulatory officials and avoid expenses.

### **2.4.1 Personnel employee management**

The results of on-going assessments of the skill levels among those actively involved in logistics are used to manage the workforce. Additionally, the business may offer workshops to provide its workers with thorough training in the most recent techniques used in the logistics management field. Profitability greatly depends on the contribution of excellent delivery service provision.

### **2.4.2 Professionalism in Transport**

Gubbins (2003) claims that as logistics administrator's job becomes more difficult, they must think both within and outside the box. Even many independent contractors keep track of their finances using accessible microcomputers. The logistics manager needs at least a bachelor's degree in a logistics-related discipline to compete in the corporate world. As procedures and technologies change constant, revisits are called for through advancing workshops and meetings with experts are required to assure that the admin officer will be appropriately informed.

### **2.4.3 Tools and techniques to improve logistics in an organization**

#### **Just in time (JIT) implementation**

According to Sople (2004), the aim of transportation and logistics strategy should be, building a reliable system that guarantees that commodities arrive at their destination on schedule, with the proper quality, and for the least amount of money. JIT is an important strategy that companies can use to become more globally competitive by avoiding tying up financial resources in excess inventory. However, implementing JIT can be challenging as supplier delays can halt production, leading to customer dissatisfaction and loss of business.

#### **2.4.4 Strategic logistics management**

Strategic logistics management is a concept which includes all of these tasks, from acquiring raw materials through getting the finished product to the user. Through dispatching the merchandise at the proper location, hour, and cost, it hopes to add value by exceeding the expectations of the customers. According to Sople (2004), it is crucial to encourage the growth of positive connections with both parties in order to enable a continuous movement of products amid business, suppliers, and customers.

According to Halley (1997), a combination of variables including external circumstances, traits of the business owner and organizational components define logistic strategies. The opportunities that the entrepreneurs in this scenario see as opportunities are included in the environmental variables. Opportunities, entrepreneurial experiences and organizational structure of the company work together to create skills and potentialities for choosing particular inbound and outbound logistics solutions.

According to Wanke (2003), supply chain management should take the place of logistics management by adopting an integrated approach to managing activities, forging strong bonds of trust and cooperation with clients and suppliers, and developing competitive advantages that boost productivity. Companies can manage their logistics activities more effectively and streamline their overall operations for better results by implementing supply chain management principles.

Christopher (1997) defines integrated logistics management as coordination and control of information and material flows between sources and end users to ensure that every step of supply chain operations is connected as the goods and resources are transported in the direction of the consumer. Every link in the supply chain must receive what it needs at the proper time, place, price, and quality while avoiding superfluous expenses, which can only be achieved by effective communication and information exchange between the organization, suppliers, and customers. Failure to do so could incur costs for production stops brought on by flawed products.

#### **2.5 Empirical Evidence**

Empirical evidence, according to Zimmerman (2009), is data gathered by experimentation or observation. Choosing the course of the study and reviewing prior research on the topic are the main objectives of using empirical evidence. Yin (2003) also recommended a case study as an

empirical research method that examines a modern phenomenon in its actual setting, particularly when the distinctions between phenomenon and setting are hazy.

Ineffective logistics in hospital pharmacies were studied by Romero et al. in 2012. The study's primary goal was to understand the key problems affecting the administration of medications in hospitals. This was through identifying and analysing the primary inefficiencies in the hospital pharmacy's supply chain. Using both qualitative and quantitative methods, a field study was carried out in a hospital in North America. 45 employees who participated in the research were the sample, and they were surveyed via mail and conducted interviews.

This study found significant supply chain inefficiencies in the transfer of drugs from hospital docks to hospital pharmacies. These inefficiencies included poor inventory management, labour-intensive manual tasks, protracted procurement cycles, delays in product recalls, and improper application of software tools for procurement. These inefficiencies may cause delays, increased expenses, and even jeopardize patient safety. It is essential to address these inefficiencies if we are to increase the system for supplying medicines to the hospital is to be functional and efficient.

Effective utilization of procurement technology can be highly beneficial for logistics processes, including the supply chain of medications. Utilizing systems that track and trace medications can lead to better inventory control, shortened procurement processes, and accountability in the distribution of medication. These advantages can lead to more efficient and cost-effective logistics processes.

Ten participants made up the sample size for Buddell's (2009) investigation into Malaysian logistical limitations. The results of the study show that a country cannot have a solid foundation of logistics-related transportation, warehousing, communication, and other services. This is so because of the hostile environment, it is challenging for businesses in economically growing countries to create healthy, efficient transportation procedures.

According to Abdul (2006), management's opposition to change is one of the challenges facing Bangladesh's logistics industry. The survey found that there is no injection of fresh ideas and that managers of logistics are uninspired to acquire cutting-edge techniques. Bangladesh's senior managers still don't get how customer support, trade-offs, just-in-time inventory, and comprehensive quality control genuinely function in developing nations' firms. Furthermore, they do not fully implement quality control, which limits customer options and results in a lack of competition, which leads to the delivery of subpar goods. Bangladeshi managers frequently

seek the government will shield their domestic market from foreign competition, because they are unaware of the importance and role of logistics management as a special management function.

Chandra (2006) conducted research on the Indian logistics industry, including an overview and challenges that contribute to inefficiency. The ability of the Indian logistics sector to assist its clients in lowering their logistical costs and delivering efficient services will depend on how infrastructure, technology, and new kinds of service providers interact. In India, multimodal transportation requires permission from multiple ministries due to poor cooperation among government organizations. The corporate level logistics division is focusing on reducing cycle times to provide clients with greater value, however responsiveness is hindered by inadequate logistic planning. As a result, companies have been testing out improved tools and strategies in an effort to boost performance.

Zhang and Andres (2009) came to the conclusion that China's transport and logistics challenges provide a concise summary of the extensive body of literature that has examined the issues and growth concerns facing Chinese logistics businesses. They investigated the effects of transportation and logistics delays on China's logistics market. Even though the Chinese economy and foreign trade have grown at an incredible rate, the logistics industry has not benefited. China's logistics sector still lags behind those of industrialized nations in terms of the proportion of GDP spent on logistics. In 2000, logistics expenses in China accounted for 20% of its GDP. This includes costs related to packing, transportation, storage, and damage. In addition, the total logistics costs as a proportion of the industry production, including all these factors, ranged from 40% to 60%.

According to Svensson (2002), a case study on the bullwhip effect carried out by the University of Vaxjo in Sweden revealed that it has a detrimental influence on organizational levels within a company and delays in the logistical cycle. The study involved ten retail firms and revealed that the bullwhip effect increases supply chain variability, which ultimately lowers profitability, raises costs, and reduces overall performance

Using a sample of three Kodak firms. Hetzel (2009) carried out research on cycle time reduction and smart inventory allocation throughout a multistage process in the USA. These being important elements of Eastman Kodak's corporate strategy, cycle time and inventory reduction were the study's core themes. The study's findings indicated that these reduction initiatives

cannot be handled separately because they are the result of improving the supply chain's key manufacturing operations. It will thus reduce the firm's expenses and logistical delays.

Goh and Ling (2003) conducted research on China's underdeveloped storage market. They discovered that the majority of warehouses in China had subpar designs, including low ceilings, subpar lighting, subpar sprinkler systems or no sprinklers at all, subpar temperature control equipment, and subpar dock-leveling systems. As a result of inadequate temperature-controlled storage facilities and inexperienced management, the rate of rotting of food and perishable commodities increased. Due to the decline in product quality, firms suffered huge losses. The survey also discovered that, in contrast to the usage of automated warehousing facilities, human labour is still used frequently in the business due to its low cost and quick availability.

## **2.7 Conclusion**

With a focus on the study objectives, this chapter mainly discussed various authors' perspectives on how logistics management ideas affect business profitability. The researcher mostly consulted secondary sources of data for this chapter. The focus the research tools will be covered in the following chapter that will be employed to gather demographic statistics for the case study.

# **CHAPTER 3**

## **Research Methodology**

### **3.0 Introduction**

The primary focus within this chapter is the research methodology. Research methodology essentially refers to the precise steps or approach put forward to pinpoint, decide upon, manipulate, and evaluate material on a particular subject. It allows one to ascertain validity and reliability. The study philosophy is firstly briefly explained in this chapter. The complete research's techniques for gathering data are examined. Sources for the data included both main and secondary sources. The target demographic, sampling strategies, and tools for data collection

are all mentioned in the chapter. The chapter's conclusion focuses on the methodology's justification and constraints with regard to data analysis.

### **3.1 Research Design**

The extent between two or more variables is examined using a descriptive study design, (Kent, 2009). It will focus on basic amenities that observe and examine the effects of performance challenges caused by logistics. Proctor (1998) asserts that knowing the study principles may aid the investigator in defining as well as specifying the investigation techniques to be applied. Included in this are the kinds of data gathered, where they come from, how they are interpreted, and how they contribute to resolving the study questions put forth.

#### **3.1.1 Justification**

The researcher of the study adopted a descriptive strategy. The information regarding past and present behaviours, including what people did and are doing today, was provided by descriptive research. Using a descriptive research allows the investigator to learn about the circumstance of the phenomenon to have the ability able to explain what actually exists while taking the current situation into account. Descriptive study presents a challenge because the study's subjects are reluctant to divulge private information out of concern that it might be used against the organization. The researcher is able to make it very obvious that the study is only conducted for academic purposes.

### **3.2 Target population.**

According to Harper (1991), a target audience represents individuals or objects about which the researcher hopes to learn more. 109 employees from different departments within the company made up the population group.

### **3.3 Sample**

The researcher chooses a representation of 15 people who work in the transportation administration industry for the study. One chief buyer, three assistant buyers, two store officers, four truck drivers, three operations managers, one accountant, and one finance manager make up the sample.

**Table 3.1 Sample**

| <b>Work title</b>   | <b>Population</b> |
|---------------------|-------------------|
| Principal buyer     | 1                 |
| Assistant buyers    | 3                 |
| Accounting Officers | 1                 |
| Storage Staff       | 2                 |
| Drivers             | 4                 |
| Finance Supervisor  | 1                 |
| Operations          | 3                 |
| SUM                 | 15                |

### **3.3.1 Stratified Random Sampling Technique**

Stratified random sampling, Shaw (2000), is the process of segmenting a population into multiple strata or statuses that are substantially different from one another and that collectively represent the whole population. Examples include the chief buyer, store officers, operations manager, and truck driver's manager.

### **3.3.2 Justification of using stratified sampling technique**

Since every level had a personnel representative of it, over dominance by a particular group is diminished, allowing stratified sampling to concentrate primarily on lowering sampling errors. Additionally, the populace is broken down into uniform subcategory called strata, which has the benefit of increasing the study's efficiency and accuracy. It is of great benefit because it increases



efficiency and precision. However, it has drawbacks, including the inability to be applied in the absence of homogeneous subgroups and the difficulty in choosing pertinent stratification variables.

### **3.3.3 Judgmental Sampling**

Lampert (2003) asserts that judgmental sampling is appropriate for miniature sample size, such as those used in case study investigation and the selection of cases with rich information. This technique is used to pinpoint the responders who are more knowledgeable about Delta Beverages' logistics management. Both the questioners and the interviews demand answers from the subjects. Henry (2002) postulates that in critical sampling, components of the sample designated to facilitate the investigator to address their research questions and reach their goals.

## **3.4 Sources of Data**

For the research, the researcher uses combined primary and secondary information.

### **3.4.1 Primary Data**

This data is gathered originally from beginning point of departure with a particular goal in mind. Additionally, it alludes to data which was gleaned via the research's definite subjects in order to accomplish its goals and objectives. When conducting the initial data collection, the researcher considers considerations regarding the intended audience, sample size and sampling procedure, data gathering equipment, and response rate in order to make sure provide pertinent information is obtained. Being a qualitative investigation, particular respondents are chosen for the main data collection, which increase the reliability of the information gathered. This is so because it is up to date and provided information on what is truly happening during the research period, the primary source of data is used by the researcher. Furthermore, it is free of misunderstandings and data loss because the researcher concentrates primarily on pertinent data specifically for the research issue. However, since respondents may provide false information to conceal reality, the data obtained from this sort of data may be biased. . Additionally, collecting the data requires a lot of effort, such as when designing a questionnaire or conducting a pilot study.

### **3.4.2 Secondary data**

Secondary data include observations and numbers that has been previously documented, according to Proctor (1998). In most cases, secondary data is already available and can be used for an inquiry, but it wasn't gathered for the current study. Due to the fact that it offers a more

reliable, permanent and accessible source of data, it is of utmost significance. The data collected, though, might not be pertinent to the present thesis.

### **3.5 Data Collection Instruments**

#### **Questionnaires**

According to Robson (1987), a questionnaire is a type of study tool that entails requesting written responses from respondents in response to inquiries that seek out specific data pertaining to the study's subject. The researcher personally distributes the questionnaires to the study's target group. The surveys were being filled out by the respondents, who then returned them.

##### **3.5.1 Justification of the instruments**

Since participants are not required to enter their identities on the questionnaire, respondents would not provide information to satisfy the researcher, due to this there is a higher degree of reliability in the data that is gathered due to confidentiality. A covering letter is created for the questionnaire with a clear focus on the participants' confidentiality, and remain vigilant up is designed to help with the rate of responses in order to increase it. The response rate is high as a consequence. It is appropriate to use a questionnaire because it is a practical method that reaches a big population. A questionnaire is also a common tool for collecting data because it asks the same questions of various respondents. As a result, the information collected includes a variety of viewpoints from various respondents. As a result, the information provided will be scrutinized in comparison and extended to other contexts.

##### **3.5.2 Interviews**

In addition to the questionnaires, interviews are performed to further explore potential responses to the questions. A discussion that is started by the investigator in order to get data provided by the respondent is what Kumar (1999) defines as an interview. The researcher uses an interview guide and takes brief notes during the conversations to record the information that is shared. Through interviews, the researcher is able to immediately control the data collection procedure. Additionally, nonverbal reactions are observed and taken into account, and it is also possible to clarify and confirm queries. However, there is a chance of receiving biased information when using interviews because respondents might offer answers that would only satisfy the interviewer. Sometimes the interviewer's actions will influence the respondent's responses because interviewer may direct interviewees' questions to elicit an enthusiastic response, causing

partiality. Additionally, because interviews take a lot of time, it is challenging to collect information in the limited time available for the study.

### **3.6 Reliability of Research Instruments**

According to Saunders et al. (2009), the dependability of research tools is determined based on the extent to which data gathering methods produce repeatable results, comparable observations, or similar conclusions from different researchers, or to the extent to which there is openness in how meaning is produced from raw information. A measurement's reliability, according to Cooper and Schindler (2003), is determined by how free of random or unstable error it is, (Polit 1999). To help the academic supervisor improve the topics and the questionnaire's structure, the researcher provided copies of questionnaires. A pilot study in the form of an interview is carried out to improve the authenticity and dependability of the information. A representative group of people were consulted to participate through the interviews.

#### **3.6.1 Validity of Research Instruments**

According to Polit (1999), validity of the study's content relates to how accurately an instrument's items reflect common knowledge. Validity in this study relates to how well a test captures the desired result. Construct validity, content validity, and criterion-related validity are the three categories of validity. By posing meaningful questions and offering advice on how to react to them, validity is attained.

### **3.7 Chapter Summary**

The research methodology, or how the research is conducted by acquiring the required data for the investigation study, is the main focus of this chapter. This is so because every component of the population is arranged in a way that is representative of the entire population, sampling methods are crucial. Reliability and validity are also discussed, along with, sampling techniques, and study tools. The next chapter will deal with the discussion, analysis, and presentation of data.

## CHAPTER 4

### PRESENTATION, ANALYSIS AND DISCUSSION OF DATA

#### 4.0 Introduction

This section provides a report on search results as well as a review and discussion of information that was collected. Results, which were bas on the researcher's use of both primary and secondary data, are presented in tables, graphs, and charts. The results are pertinent to the study's goals and they address the investigation issues. The objectives of the study served as a guide for evaluating the study's findings and formulating specific observations regarding the study being examined.

#### 4.1 Analysis of the response rate

The investigator distributed 15 questionnaires, and entirely were successful in returning them with responses, yielding a 100% response rate. The researcher also scheduled interviews with four management executives, but only three of them showed up, yielding a 75% response rate. According to Copper and Schinder (1992), the study validity and reliability can be attained with a response rate of between 50% and 92%.

**Table 4.1: Analysis of the response rate**

| Element       | Anticipated Outcome | Actual Feedback | Rate Of Feedback |
|---------------|---------------------|-----------------|------------------|
| Questionnaire | 15                  | 15              | 100%             |
| Interviews    | 4                   | 3               | 75%              |
| Sum           | 19                  | 18              | 95%              |

According to Singh (2006), who advises that a response rate of more than four-fifths is preferable, average response rate was 95%, which is regarded favourable based on the presented pie chart. The absence of respondents from the interviews was explained by their other, more pressing responsibilities.

#### 4.2 Demographic Characteristics of respondents

Demographic data of interviewees, inclusive of sex, educational background, department, and length of employment at Delta Beverages, are summarized in this section.

**4.2.1 Gender of Respondents**

The graph below shows that the respondents were split 80% and 20% between men and women. This is based on the fact that there are typically more men than women working in most businesses. Consider the illustration below as proof.

**Fig 4.2 Gender of respondent’s percentage**

**Source: Primary Data 2023**

**4.2.2 Academic qualifications of respondents**

**Table 4.2 Academic qualification of the respondents**

| <b>Level of Education</b> | <b>O- Level</b> | <b>National Diploma</b> | <b>Tertiary Degree</b> | <b>Masters</b> |
|---------------------------|-----------------|-------------------------|------------------------|----------------|
| <b>Population</b>         | <b>2</b>        | <b>6</b>                | <b>5</b>               | <b>2</b>       |
| <b>Sum %</b>              | <b>13%</b>      | <b>40%</b>              | <b>34%</b>             | <b>13%</b>     |

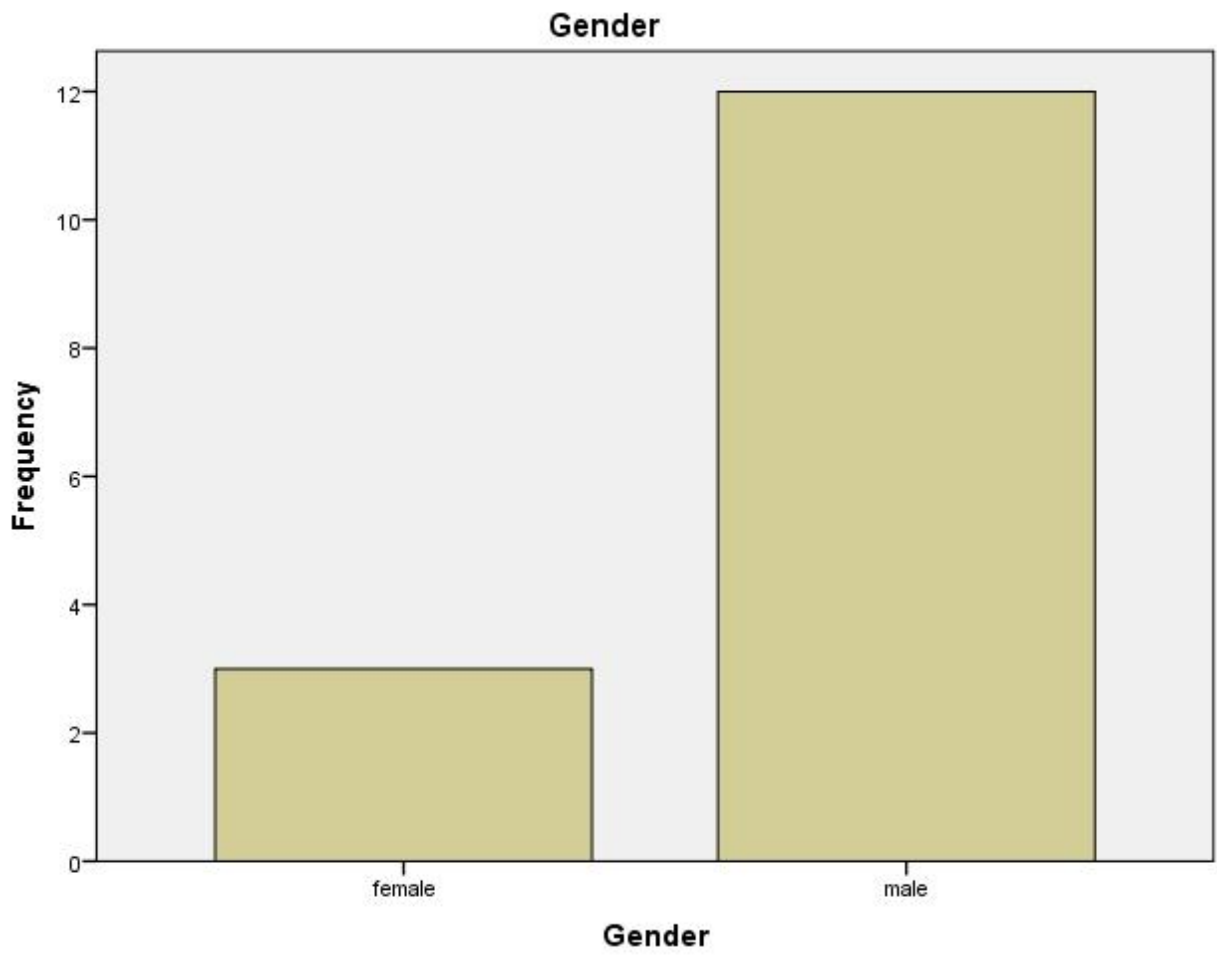
**Source: Primary Data 2023**

Figure 4.2 shows majority of interviewees had qualifications needed for procurement, as shown below, with 13% of respondents having ordinary level qualifications, 40% holding national diplomas, 34% holding degrees, and 13% holding master's degrees from the number of interviewees who responded to the forms.

**Gender**

|  | <b>Frequency</b> | <b>Percent</b> | <b>Valid Percent</b> | <b>Cumulative Percent</b> |
|--|------------------|----------------|----------------------|---------------------------|
|  |                  |                |                      |                           |

|            |    |       |       |       |
|------------|----|-------|-------|-------|
| female     | 3  | 20.0  | 20.0  | 20.0  |
| Valid male | 12 | 80.0  | 80.0  | 100.0 |
| Total      | 15 | 100.0 | 100.0 |       |

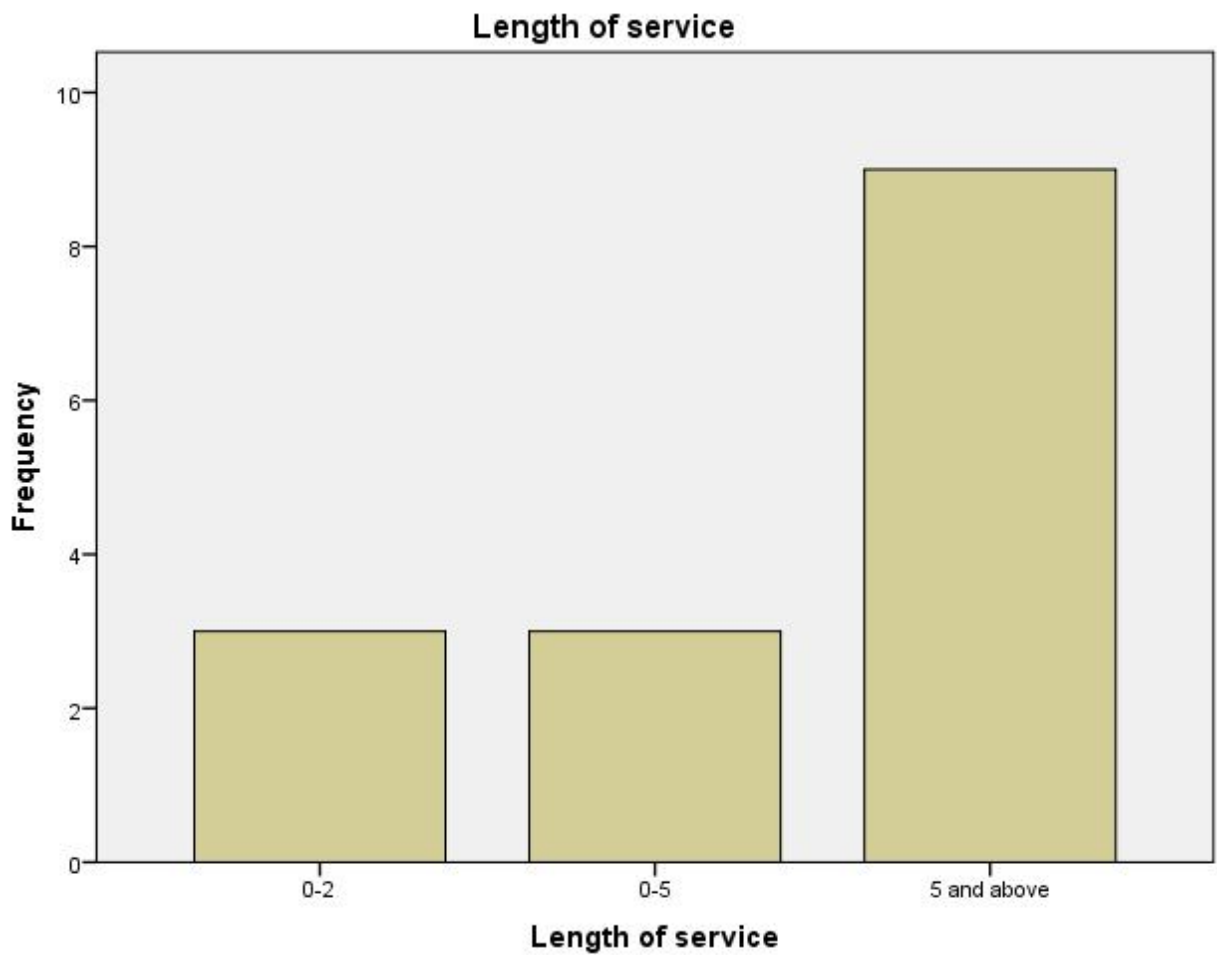


#### 4.2.3 Length of service in the organization

Figure 4.3: The length of service at the institution

### Length of service

|             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Valid 0-2   | 3         | 20.0    | 20.0          | 20.0               |
| 0-5         | 3         | 20.0    | 20.0          | 40.0               |
| 5 and above | 9         | 60.0    | 60.0          | 100.0              |
| Total       | 15        | 100.0   | 100.0         |                    |



**Source: Primary Data 2023**

Figure 4.3 overhead shows 60% of the number had worked for the company more than 5 years, 20% had worked for less than 5 years, and 20% had worked for less than two years. Because Zimbabwe has a high unemployment rate and few people are finding new jobs, this suggests that the majority of the population has extensive knowledge about the organization.

**4.2.4 Familiarisation with the concept of logistics management.**

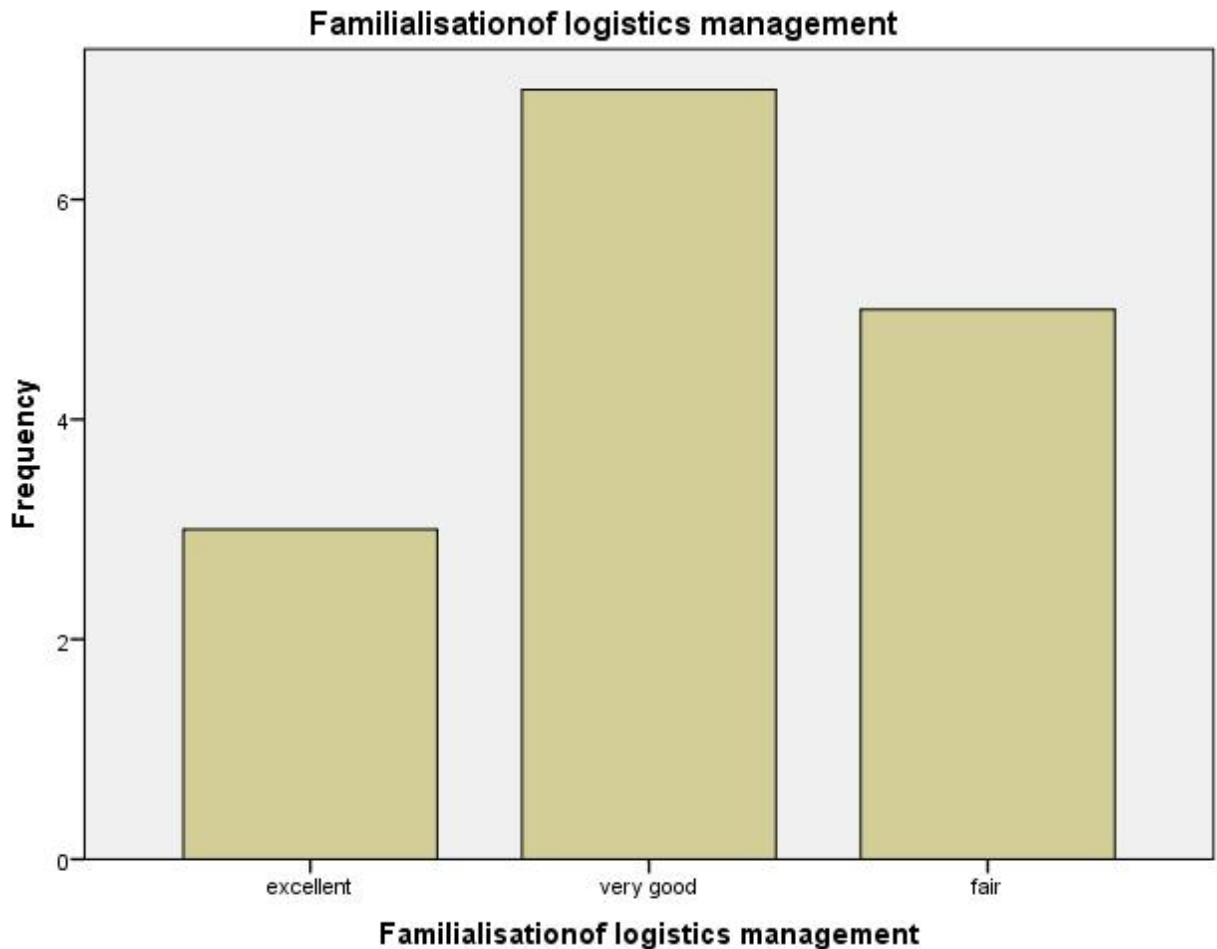
According to the data in Fig. 4.4, 40% of respondents gave their comprehension of logistics management as exceptional, 47% of respondents gave it a good rating, and 13% of respondents gave it a fair rating. This showed that in order for the comprehension of the logistics management concept to be at its best, training and awareness-raising efforts must be made with regard to all organization's personnel. According to Montell (2007), the more knowledgeable a workforce is about logistics management, the better equipped they are to know how to carry out better logistics management. The outcomes are shown in Fig. 4.4 below.

**Figure 4.4: Familiarisation with the concept of logistics management.**

**Familiarization of logistics management**

|           | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid     |           |         |               |                    |
| excellent | 3         | 20.0    | 20.0          | 20.0               |
| very good | 7         | 46.7    | 46.7          | 66.7               |
| fair      | 5         | 33.3    | 33.3          | 100.0              |
| Total     | 15        | 100.0   | 100.0         |                    |





**Source: Primary Data 2023**

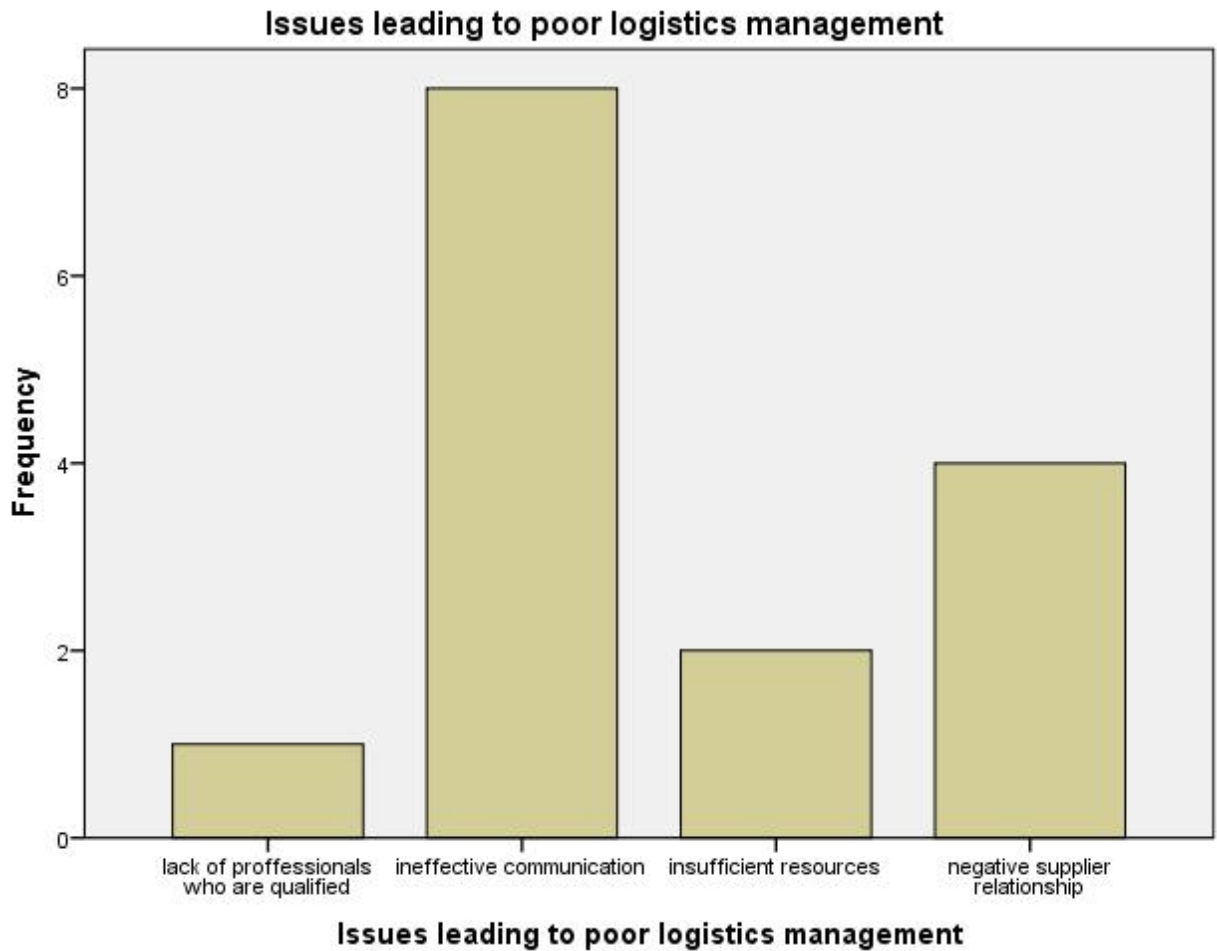
#### **4.3 Problems which result in poor logistics management**

Figure 4.5 beneath illustrates issues that result from imperfect logistics management. 7% of respondents said that a lack of qualified personnel is the cause of logistics issues, 53% said that poor communication is to blame, 13% said that insufficient funding is to blame, and 27% said that poor relationships with suppliers are to blame for poor logistics management issues. This demonstrated the urgent necessity to guarantee effective communication among all parties included in logistics management in order to prevent issues like poor deliveries caused by ineffective logistics management. Sparks (2004) backed this up and said that ineffective logistics management results in the dropping of positive client feedback, merchandise shortages, and jurisdictional disputes as well as goodwill.

### Issues leading to poor logistics management

|   | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|-----------|---------|---------------|--------------------|
| Valid lack of professionals who are qualified | 1         | 6.7     | 6.7           | 6.7                |
| ineffective communication                     | 8         | 53.3    | 53.3          | 60.0               |
| insufficient resources                        | 2         | 13.3    | 13.3          | 73.3               |
| negative supplier relationship                | 4         | 26.7    | 26.7          | 100.0              |
| Total   | 15        | 100.0   | 100.0         |                    |

**Fig 4.5 Problems which result in poor logistics management**



**Source: Primary Data 2023**

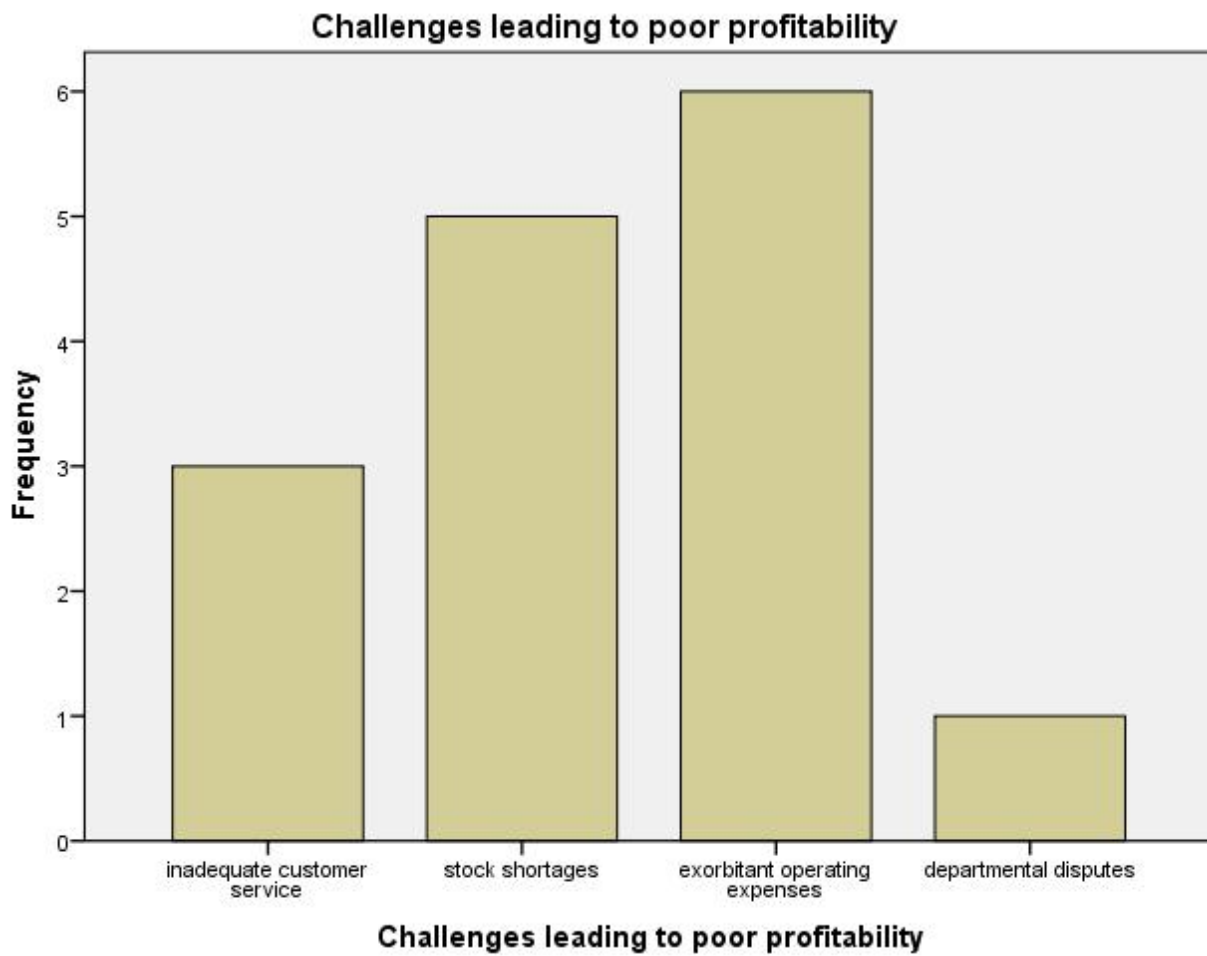
#### **4.4 Problems faced by logistics management towards organisational profitability**

Interviewees provided in response to the logistics management issues in the direction of organizational profitability. Departmental disputes were suggested by 7%, high operational costs by 40%, stock outs by 33%, and bad customer service by 20%. According to Sparks (2004), bad logistics management can lead to departmental conflicts, supply shortages, high operational costs, and poor client relations, all of which have an impact on the organization's overall profitability. The research results so illustrate, qualify, or reflect Sparks' findings. This is shown in fig. 4.6 below.

**Fig 4.6 Problems faced by logistics management towards organisational profitability**

**Challenges leading to poor profitability**

|                                     | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------------------|-----------|---------|---------------|--------------------|
| inadequate customer service         | 3         | 20.0    | 20.0          | 20.0               |
| stock shortages                     | 5         | 33.3    | 33.3          | 53.3               |
| Valid exorbitant operating expenses | 6         | 40.0    | 40.0          | 93.3               |
| departmental disputes               | 1         | 6.7     | 6.7           | 100.0              |
| Total                               | 15        | 100.0   | 100.0         |                    |



Source: Primary Data 2023

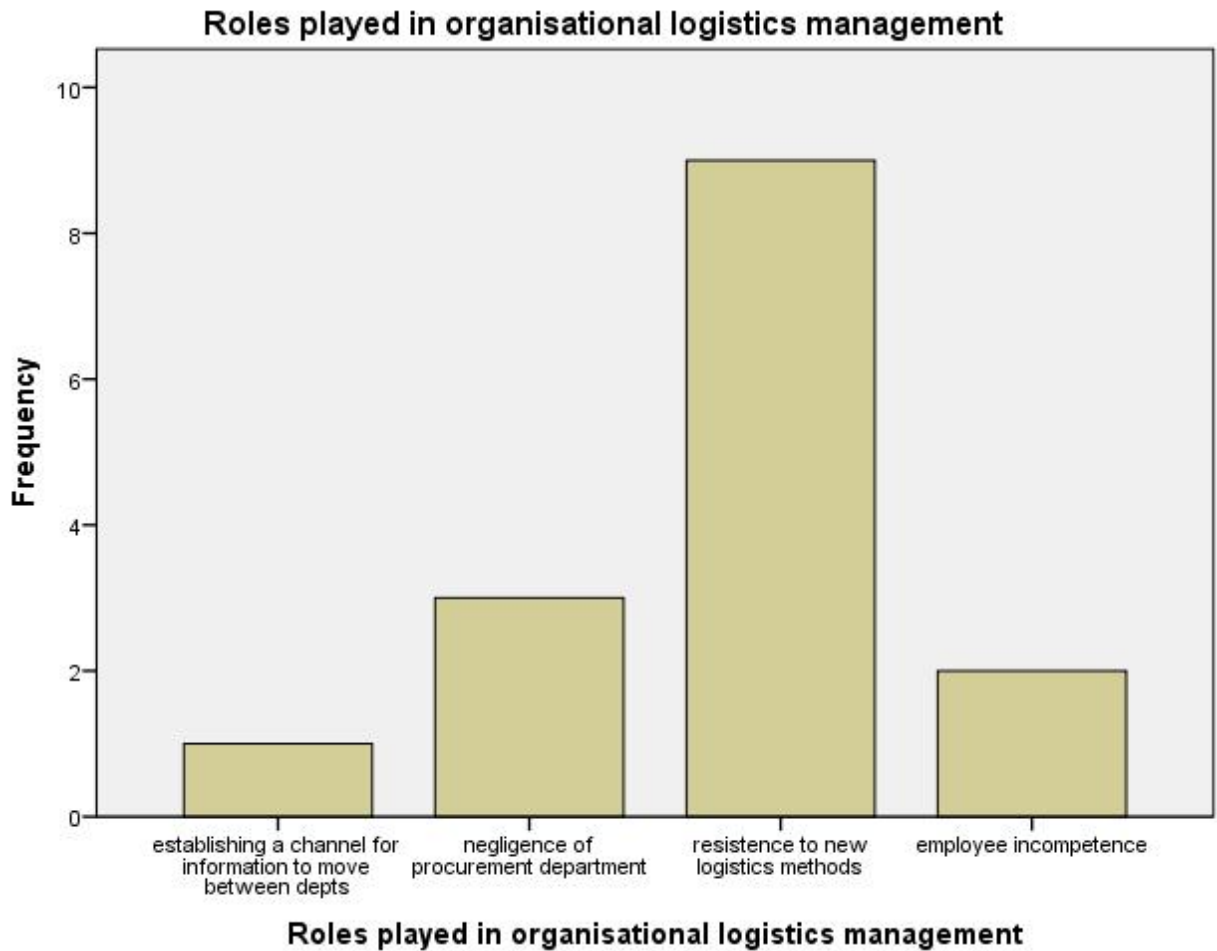
#### 4.5 How management contribute towards logistics management at your organisation

Interviewees provided responses that followed a pattern based on how management affects logistics administration at your organization. 7% of interviewees suggested establishing a smooth movement of communication amid jurisdiction, 20% pointed out the procurement department's irresponsibility, 60% said they were fighting the adoption of modern logistical approaches, and 13% highlighted employee incompetence. This was suggested by Abdal (2006), who said that the majority of management in developing nations are rejecting the adoption of innovative logistical approaches, as seen by the high response rate of 60% on the subject. This is seen in Fig. 4.7 beneath.

**Fig 4.7: How management contribute towards logistics management at your organisation**

#### Roles played in organizational logistics management

|   | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|-----------|---------|---------------|--------------------|
| Valid   |           |         |               |                    |
| establishing a channel for information to move between depts. | 1         | 6.7     | 6.7           | 6.7                |
| negligence of procurement department                          | 3         | 20.0    | 20.0          | 26.7               |
| resistance to new logistics methods                           | 9         | 60.0    | 60.0          | 86.7               |
| employee incompetence   | 2         | 13.3    | 13.3          | 100.0              |
| Total   | 15        | 100.0   | 100.0         |                    |



**Source: Primary Data 2023**

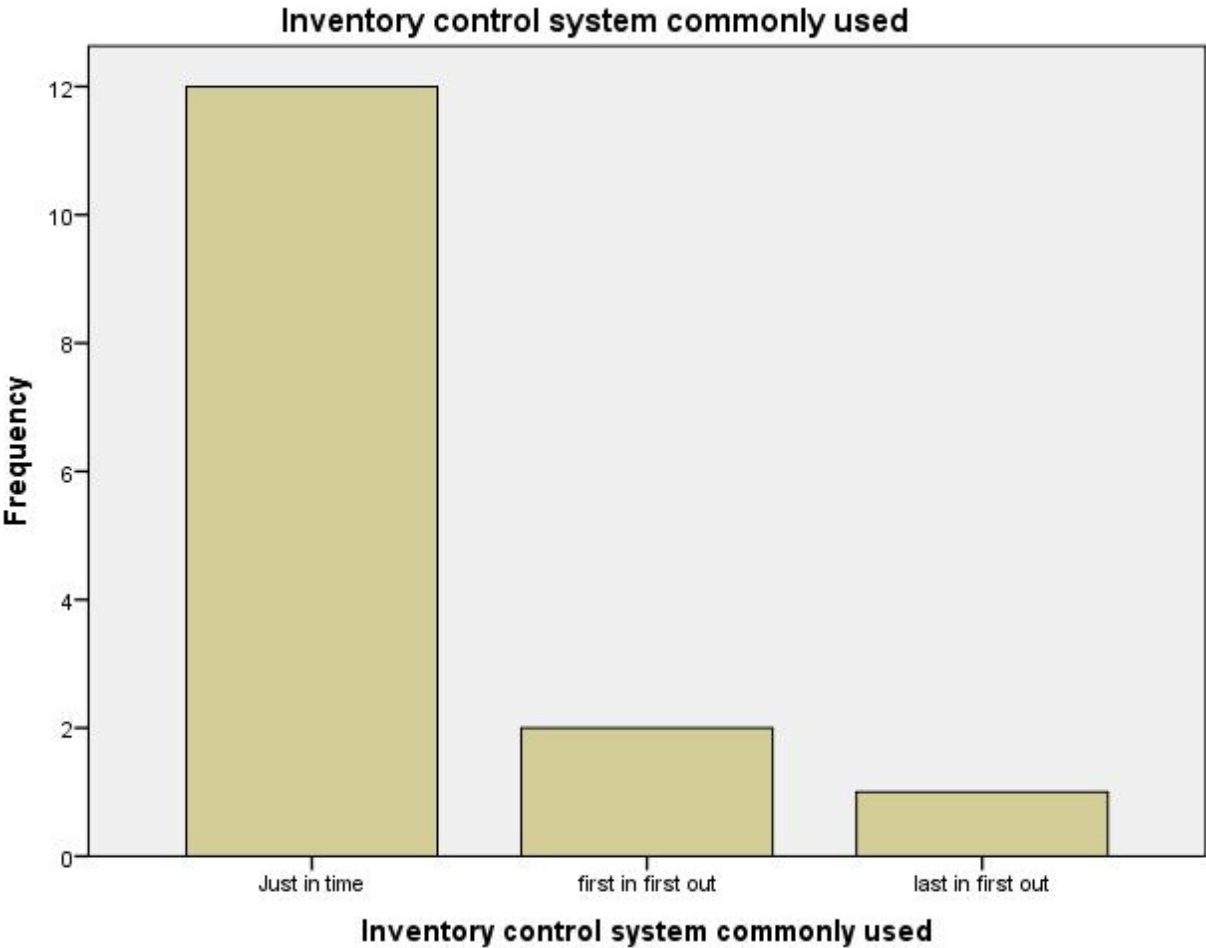
#### **4.6 Frequently used inventory control system at your company**

According to Fig. 4.8, which shows most popular stock management method in use, 80% interviewees said they used Just in Time (JIT), 13% said they used First in First out (FIFO), and 7% said they used Last in First out (LIFO). This demonstrated that the company commonly used JIT, which lowers costs by preventing money from being locked up in stock because things are only purchased when they are required. The diagram below provides an illustration of this.

**Figure 4.8: Frequently used inventory control system at your company**

**Inventory control system commonly used**

|                    | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid Just in time | 12        | 80.0    | 80.0          | 80.0               |
| first in first out | 2         | 13.3    | 13.3          | 93.3               |
| last in first out  | 1         | 6.7     | 6.7           | 100.0              |
| Total              | 15        | 100.0   | 100.0         |                    |



**Source: Primary Data 2023**

**4.7 Type of transport service used to transport goods from suppliers.**

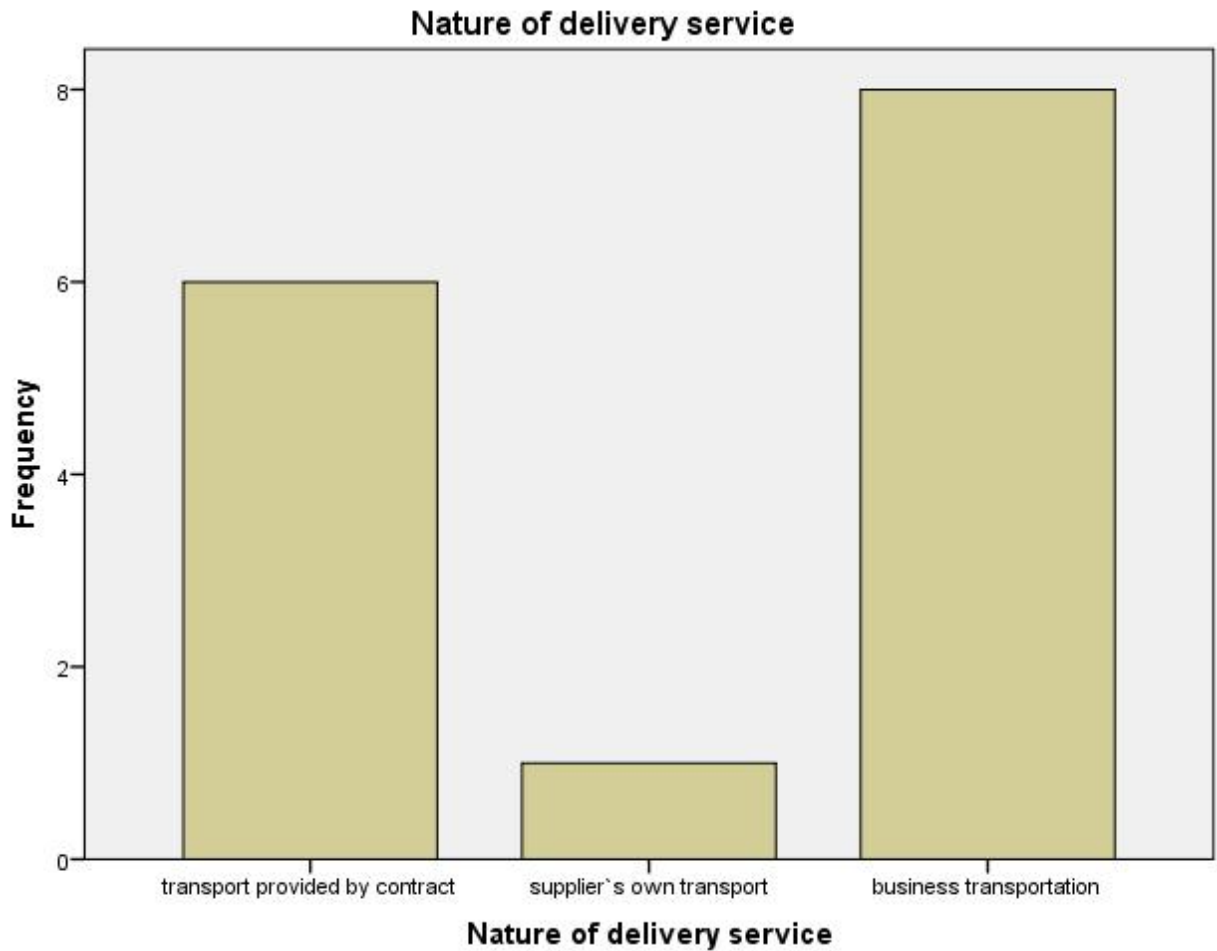
Interviewees provided information based on the kind of transportation service utilized to deliver products from suppliers. 40% of the respondents mentioned using hired transportation, 7% mentioned using suppliers' own transportation, and 53% mentioned using the company's own transportation. This suggested that the company relied mostly on its own fleet, which led to deliveries being delayed because the company's vehicles were few and insufficient. The opinions expressed by the respondents are depicted in Fig. 4.9.

**Fig 4.9: Type of transport service used to transport goods from the suppliers**

**Nature of delivery service**

|                                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------------------------|-----------|---------|---------------|--------------------|
| Valid transport provided by contract | 6         | 40.0    | 40.0          | 40.0               |
| Valid supplier`s own transport       | 1         | 6.7     | 6.7           | 46.7               |
| Valid business transportation        | 8         | 53.3    | 53.3          | 100.0              |
| Total                                | 15        | 100.0   | 100.0         |                    |





**Source: Primary Data 2023**

#### **4.7.1 Transport service being used efficient and reliable**

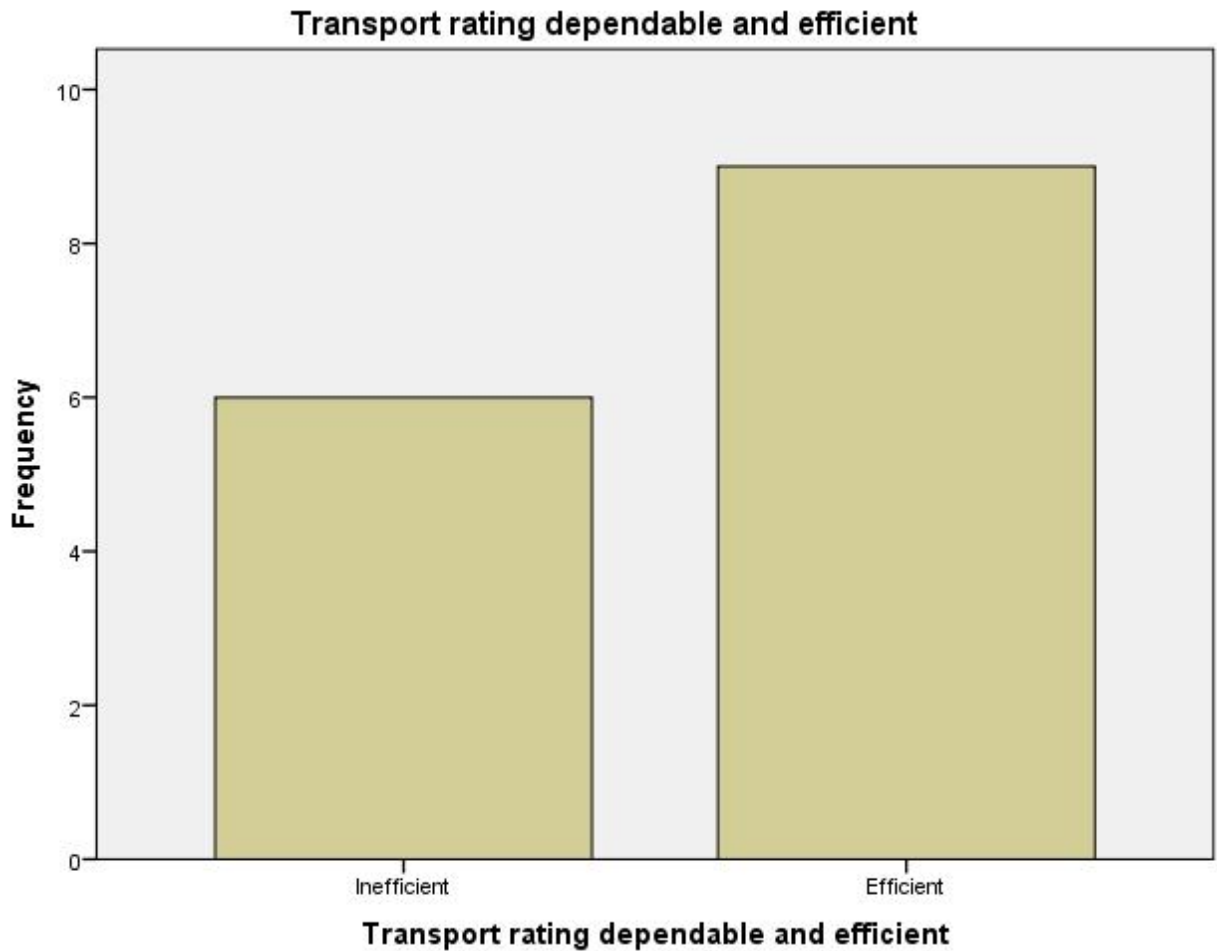
Information provided supports research finding that 60% of respondents felt the current transportation system is inefficient, as they reported delayed deliveries and stock outs in many branches. The statement by Sople (2004) also agrees with the research findings by suggesting that an effective transportation and logistics policy should offer high-quality transportation services at the lowest possible resource cost

The opinions of the respondents are shown in Fig. 4.10.

**Fig 4.10 Transport service being used is it efficient and reliable**

**Transport rating dependable and efficient**

|                 | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|--------------------|
| Inefficient     | 6         | 40.0    | 40.0          | 40.0               |
| Valid Efficient | 9         | 60.0    | 60.0          | 100.0              |
| Total           | 15        | 100.0   | 100.0         |                    |



Source: Primary Data 2023

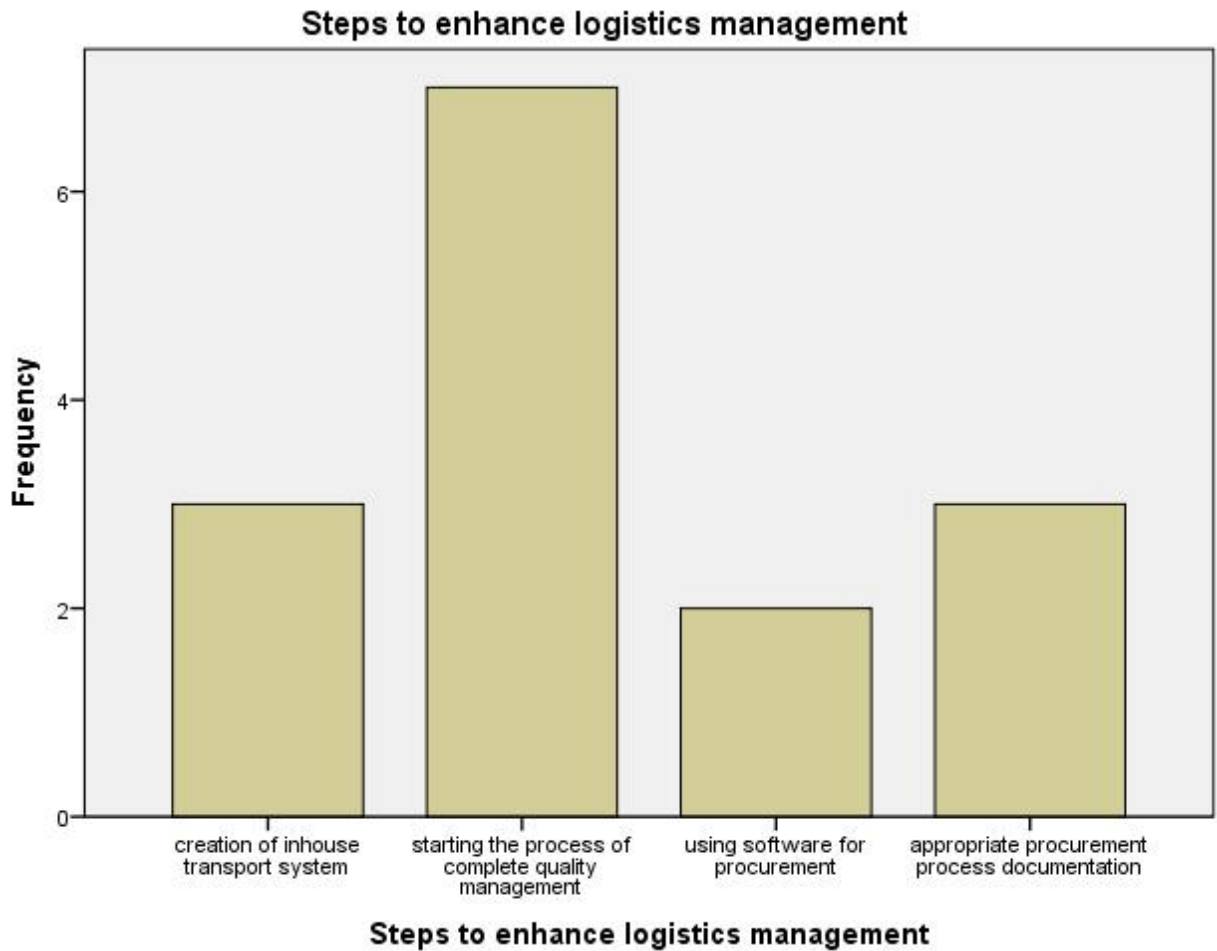
#### 4.8 Attempts being done to improve logistics management at your company

Interviewees mentioned that your organization is making efforts to enhance logistics management. 13% revealed the use of procurement software, 20% shown correct documentation of procurement methods, 20% indicated establishment of an internal transport, and 47% highlighted the start of comprehensive quality management. According to Christopher (1997), the implementation of overall quality management leads to good logistics management, which has a favourable effect on the firm's profitability. The respondents' responses are shown in Fig. 4.11

**Fig 4.11 Attempts being done to improve logistics management at your firm**

#### Steps to enhance logistics management

|   | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|-----------|---------|---------------|--------------------|
| creation of in-house transport system               | 3         | 20.0    | 20.0          | 20.0               |
| starting the process of complete quality management | 7         | 46.7    | 46.7          | 66.7               |
| using software for procurement                      | 2         | 13.3    | 13.3          | 80.0               |
| appropriate procurement process documentation       | 3         | 20.0    | 20.0          | 100.0              |
| Total   | 15        | 100.0   | 100.0         |                    |



**Source: Primary Data 2023**

#### **4.11 Chapter Summary**

The segment focused mostly on how the acquired data was presented and analysed. The information gathered supports the goals of the study and facilitates the formulation of insightful conclusions. . The data was displayed in tables, pie charts, and graphs for simple interpretation. Interviewees provided insightful information on the profitability impacts of logistics management on Delta Beverages. Through the use of surveys and interviews, data was acquired. The research findings, conclusions, and recommendations will be given in the following chapter.

## **CHAPTER 5**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION**

#### **5.0 Introduction**

This section focuses mostly on significant research discovery and judgements in summary form. In order to investigate how logistics management affects Delta Beverages profitability, the researcher made suggestions that were assessed to be likely fixes. Additionally, it went on to suggest areas for additional research before wrapping up with a chapter summary.

#### **5.1 Summary of Findings**

According to given data, it appears that the researcher examined prior studies using both theoretical and empirical data. A detailed study layout was employed to assess and evaluate the unprocessed information that was also gathered on the ground through travel by the researcher. In addition, the study entailed interviewing and surveying a pre-selected sample of 15 individuals who were participating directly in logistics management

#### **5.2 Major conclusions drawn**

Following completion of investigation, significant additions reached are shown beneath.

Aim: Identifying logistics administration factors negatively acting on organization's beneficitation. The research found delays in logistics severely impacting an organization's profitability and, as a result, negatively impact corporate performance by causing product inventories to run low, which lowers revenue for the company. Additionally, customers will lose goodwill, which will lead to low customer turnout and have an adverse effect on the profitability of the business.

In addition, the study found that inconsistent and inaccurate orders or order forecasts in logistics management can have a negative impact based on the smooth flow of information, services, and goods. This can lead to delays and stock outs, which could have a negative

detrimental effect on the business. This is due to the fact that if there is insufficient communication between the procurement department and other departments, the procurement department might not be able to full-fill urgent requests for special orders on time. Additionally, analysis discovered that organization's profitability was impacted by logistics management due to the restricted number of poorly maintained trucks needed to service all branches. This is a result of the frequent breakdowns, which increased lead times and caused branch stock-outs as well as excessive operational costs.

Logistics management had an impact on the firm's profitability because there were not enough resources to ensure the smooth flow of a logical environment. This is because inadequate upkeep of the infrastructure, such as the warehouses, caused some supplies to become obsolete. For instance, leaks in the main storage affected flavour ants as well as additives in the form of powder and ended up written off, which had a detrimental financial impact on the company.

Objective: Examine how management inefficiencies affect logistics management.

The study found that poor management practices affected transportation administration. Poor logistics administration is a result of the managerial trait of resistance to change and the use of new principles in logistics management, such as comprehensive quality management. The overall performance of Delta Beverages was impacted because bad logistics management decisions were made, which caused the quality of the stocks to be warped through incorrect handling, making the stocks obsolete.

The study also demonstrates how management affects logistics management by demonstrating the considerable bureaucracy required to authorise a request and pay the provider. Requisitions are processed slowly by departments because of poor information flow, and inappropriate products are purchased as a result. As a result of client disputes and reverse logistics, the company's costs have gone up. Additionally, the study shows that management has an impact on logistics management through the extensive bureaucracy needed in authorising a request and paying the provider. The procurement of products that are inappropriate for the intended application and delays in processing requisitions are both results of poor information flow between departments. As a result, the company's costs have increased due to disagreements with clients and reverse logistics.

Objective: The best methods together with approaches that can be implemented to enhance logistics management.

The information received indicated that Delta Beverages should give overall quality control, hiring qualified staff, using external transportation services, and integrating business objectives with logistics management techniques as top priority. If fully implemented, this would ensure that the business wouldn't suffer additional expenses because logistics management would be done successfully. The business will be able to boost market competition, which will raise the company's profits.

### **5.3 Recommendations**

The recommendations below seek to increase Delta Beverages' profitability through improved logistics management and are based on the study's findings and conclusions. To ensure the successful movement of goods from the starting place to the final place, data, and services within a predetermined timeframe, the organization should set up clear logistical processes. Additionally, these policies should make sure that adequate procurement practices are followed to avoid stock shortages and overstocking of slow-moving goods that can result in negative customer goodwill and squander financial resources that could have a detrimental effect on its profitability. It should also be observed that the company has to better its transportation efficiency. Management must ensure that stock arrives at the destination for the least amount of money and in the required quality, as well as that delivery dates are met on time. This will guarantee that the company decreases its transportation time that end in stock depleting after appropriately planning the delivery timetable. To avoid a drop in the level of service, the finance sector must assure paying for outsourced transportation vehicles on time. The finance sector must ensure that there are sufficient resources to maintain the fleet of the company in order to prevent malfunctions that, result in poor delivery success rate. Administration must also come up with a plan to increase the number of trucks in the company so that there are enough trucks to service all branches.

It is suggested that the shareholders of the company maintain open channels of communication. Communication must be two-way for the logistics management interaction to be more productive. This will ensure that varied points of view are acknowledged and considered whenever deciding. Reliable controls documents that permit transparency to reduce logistical delays as they move through several offices before being signed must be provided.

## **5.4 Chapter Summary**

The section offers comprehensive investigation, including the investigation results basing on information you provided. Primary findings of the study were included in the first chapter, which also provided an overview of the research aims.



## REFERENCE

- Abdur (2007), Corporate cultures, The rites and rituals of corporatlife, Penguin.
- Akerman R, Jameson D, L Masters (2007) Corporate Memory, Strategies for Knowledge Management, Thompson Business Press, London.
- Archer C, (1983), International Organisation, Unwin Hyman, London.
- Bade (1999), Transportation and Distribution, New for the millennium: 4PL Trademark, Newyork.
- Bardi, E.J and Raghunathan, T.S. (1994), Logistics information systems: The strategic role of top management, *Journal of Business Logistics*, Vol.15, No 1, pp. 71-86
- Berkwitz L N, Lambert, D.M, Stock J.R, and Ellram L.M. (1998) Fundamentals of Logistics Management, McGraw-Hill, Singapore
- Boote T, Baile J (2003), Practical Research Planning and Design. MacMillan: New York.
- Bowersox (2000), Supply Chain Logistics Management, Boston Mcgraw Hill press, Chicago.
- Boyson (1999), Managing effective third party logistics relationships. Pearson education, Prentice Hall.
- Bramble, G.S., Rajendran, C. and Anantharaman, R.N. (2001) A Conceptual Model for Total Quality Management in Service Organizations, *Total Quality*, Vol 12, Iss 3, pp 343-363.
- Buddel A, (2009) Research Methods for Business Students, Fifth Edition, Pearson Education, UK.
- Christopher M (2003) Logistics and Supply Chain Management, Prentice Education, New Dehli.
- Chuang (2003), Business Logistics/ Supply Chain Management, 5th edition, Pearson Education, Singapore.
- Chuang J,J Yinglin (2005) ,Improving Quality and Productivity in the Logistics Process, Achieving Customer Satisfaction Breakthroughs, Oak Brook.
- Clatah (2004), Foundations of Behavioural Research (3<sup>rd</sup> Edition), Winston Univerity,Lisbon

Confederation of Zimbabwe Industries (CZI) (2007), CZI Manufacturing Sector Survey 2007, Supplement to the Financial Gazette, July 2007, Harare.

Cooper (2004) Research Design, Juta Publishers, Newyork.

Cooper S Schinder B (2004), × framework efficiency model for goods transportation, Tifan Press, Lisbon.

Cox J, Bardi, E and Langley, J. (1996),The management of business logistics, Minneapolis, West

Dugnas F (2009), The effect of market orientation and organisational flexibility of corporate entrepreneurship, Entrepreneurship Theory and Practice.

E.M Jain , Laurina N, Bruul D, (2008) The Goal, 3<sup>rd</sup> edition, North River Press, Croton-on-Hudson, New York.

Fernie J and Sparks, L (2004) Logistics and Retail Management: Insights into Current Practice.

Fox, Francois, Londoño-Kent (2009), The International Bank for Reconstruction and

Frazelle E.H (2002), Supply chain strategy, Tata Mcgraw Hill New, Dehli.

Global Agenda Council on Logistics & Supply Chain Systems (2012), Logistics & Supply Chain Industry, Published by World Economic Forum, Geneva, Switzerland

Goh and liny (2003), Developing a logistics strategy through participative business modelling, *International Journal of Operations & Production Management*, Vol. 15, No. 11, pp. 100-112

Goh N, Liny B, Planning Just-In-Time Supply Operations, A Multiple Case Analysis, John Wiley Inc,London.

Goldratt (1986), Theory of supply chain management, Bolton Universty,Bolton

Goldratt, J. L. (1992) Setting Standards for Quality Services in Logistics, *International Journal of Physical Distribution & Logistics Management*, Vol. 22 Iss: 3, pp 24-29.

Gubbins (2003), The Logistics Sector in India, Overview and Challenges, Institute of Management Ahmedabad, India.

Gubbins (2003), Understanding organisational culture, Sage Publications, London

Halley (1997), Logistics, New Delhi. Prentice Hall India

Harper (1991), Research Planning and Design, Macmillan, New York.

- Henry P, (2002), Transport Logistics, Publishing: Cheltenham
- Hertzal (2009), The Good Research Guide for Small-Scale Social Research Projects. Buckingham: Open University Press.
- Hetzal T (2009), Working Knowledge: How organisations manage what they know, Harvard
- Ivy N, Glakowsky E (2000), Organisation Development and Transformation, Butterworths , South Africa.
- Kent (2009) Business Research: A Practical Guide for Undergraduate and Postgraduate Students, Pelgrave McMillan, New York.
- Kumar G (1999), A typology for the case study in social science following a review of
- Lampert (2003), The creativity advantage- is your organisation leader of the Commercial
- Lampert H (2003). Compete with knowledge, The information professional in the knowledge management age, Library Association Publishing, London.
- Lauria, Bruul C (2008) The Dynamics of Interviewing, Wiley Trust, New York
- Lee F, Mentzer J.T, William D, James S, Soonhong (2000) , Defining Supply Chain Management, Pearson education, Athens.
- Lisboa (2009) Case Study Research, Design and Methods, Fourth Edition, Sage Publications.
- Lysons, K. and Brail, F. (2006) Purchasing and Supply Chain Management, 7<sup>th</sup> Edition, Prentice Hall.
- Markins (1994) Qualitative Inquiry and research Design-Choosing among five traditions. Thousand Oaks. CA: Sage.
- Muller T, S.Raghunathan, P.Bagchi, E.J.Bardi (1988), Motor Carrier Services: The US Experience, *International Journal of Physical Distribution and Materials Management*. Pitman Publishers London.
- Polit M.A (1999), *International Journal of Physical Distribution & Logistics Management*, Vol. 27. Bangladesh.
- Proctor (1998), The Practice of Management, Heinemann, London.
- Robson D (2008) A Primer in Theory Construction, Boston Allyn Press, Bolton

Rodger N (1998) *Creating Strategic Fit for Management Decision*, Hord Inc, Argentina

Rodgers (1998), *Trends from Leading Experts*, Second Edition, Kogan Page, London.

Saunders and Cox (1988) *Strategic Purchasing and Supply Chain Management*. Butterworth, London

Saunders, Mentzer, J, Min, Bobbitt (2009) , *Toward a unified theory of logistics*, Holieperk University, Birmnghan.

Schindler S. P (2003), *Business Research Methods*. (7<sup>th</sup> edition.), UK: McGraw Hill International.

Schlinder (2003), *Sociology and You Ohio*: Glencoe McGrawHill, New Dehli.

Sople, Strategic consensus in operations strategy, *Journal of Operations Management*, Vol. 17, No. 3, pp. 289-306

Sparks F (2004), *Transportation and Distribution, Unification Stimulates Technology* hall, London.

Sparks L, (1998) *Logistics and Retail Management*, Kogan Page, London.

Stacey and Sox (2007), Job rotation in Nigerian university libraries, *Libraru Review*, Vol. 55, No. 1, pp. 66-74

Stank (2000), *A Framework for Transportation Decision Making in an Integrated Supply Management*.

Svenson, J. L (2002) *Managing the Supply Chain*, Macmillan, London

V.V Sople, (2004), *Logistics Management, The Supply Chain Imperative*, Pearson Education Publishers Singapore.

Walters (1986) *Freight Transport for Development*, Greenwood Hall, Toolki

Wanke (2003), Enabling integration in complex contexts: the role of process based performance measurement systems, *Managerial Finance*, Vol.30, No.8, pp.69-91

World Economic Forum (2007) *Global Competitiveness Report 2007/8*.

World Economic Forum, *Outlook on the Logistics & Supply Chain Industry (2013)* Published by World Economic Forum, Geneva, Switzerland,

Zhangl Z and Figliozzi M.A (2007) A Survey of China's Logistics Industry and the Impacts of Transport Delays on Importers and Exporters.

Zikmund, W.G (Ed), (2003) Exploring Marketing Research, USA: Thompson Learning

Zimmerman (2009), Enabling integration in complex contexts: the role of process based performance measurement systems, Managerial Finance, Vol.30, No.8, pp.69-91

## **APPENDIX**

Questionnaire introductory letter

Bindura University of Science Education

P Bag 1020

Bindura

To The Procurement manager

Ref: LETTER SEEKING FOR YOUR AUTHORITY TO CARRY OUT MY RESEARCH IN YOUR DEPARTMENT

I am humbly asking for your premission to do my academic project investigation at your company. I am pursuing a degree in commerce in purchasing and supply at Bindura University of Science Education (BUSE). Evaluation of how logistics management affects organizational profitability is the title of the study I'm conducting. Your business serves as the organisation of concern for the investigation project that I conducted on this topic. Please help me by answering the accompanying questionnaire on the research topic in order to satisfy the bachelors degree requirement.

I sincerely appeal for your assistance to complete this questionnaire in this regard. We humbly ask that you respond with sincerity and honesty, as well as excellence. Respond with whatever you deem necessary, whether your answer is good or negative. There is no right or incorrect response. Every response must provide a unique contribution.

Please know that the detail provided is to be kept private and is for learning purpose. The researcher would like to make a commitment on behalf of Bindura University that the data won't be criticized or used improperly.

I really appreciate your participation in completing the questionnaire.

Yours sincerely

.....

## QUESTIONNAIRE

(Only employees and management are allowed to complete the questionnaires.)

### Instructions

Enter your responses in the spaces provided below.

Where there are boxes, check the appropriate one after entering your response.

Please make an effort to respond truthfully and honestly to all questions.

### DEMOGRAPHICAL QUESTIONS IN SECTION A

Please complete information below.

Sex                      Male [ ]                      Female    [ ]

2) Since when have you been employed by Delta Beverage?

0-2 years [ ]

0 to 5 years [ ] 5 years and older [ ]

3.Highest academic training?

average level [ ]

Certificate of National Education [ ]

Having a university degree

Masters [ ]

4) In what division do you now work?

Retail establishments [ ]

Financial [ ]

The acquisition dept [ ]

The operations dept [ ]

## SECTION B

How well-versed in logistics management are you?

Excellent, [ ] Very Good,[ ] Fair[ ]

2) Tell us about the logistics management at your company.

Poor [ ] Fair [ ] Effectiveness [ ]

3) Based on the above response, can you briefly explain why there was ineffective logistical management?

.....  
.....  
.....

4) Can you name the issues that lead to subpar information, service, and products logistics management?

a) A lack of professionals who are qualified [ ]

b) Ineffective communication [ ]

c) Insufficient resources to establish a seamless logistical environment [ ]

d) Negative supplier relationships [ ]

5) What challenges does logistics management now confront in ensuring the organization's profitability?

a) Inadequate customer service

b) Stock shortages [ ]

c) Exorbitant operating expenses [ ]

d) Negative supplier relationships [ ]

5) What challenges does logistics management now confront in ensuring the organization's profitability?

a) Inadequate customer service

b) Stock shortages [ ]

d) Exorbitant operating expenses [ ]

d) Departmental disputes [ ]

6) Which department at your company has the most influence over the flow of goods and services?

The department of stores [    Acquisition [ ]    Both [ ]

7) What role does management play in your organization's logistics management?

a) Establishing a channel for information to move between departments [ ]

b) The procurement department's negligence [ ]

b) Refusing to adopt new logistics methods [ ]

d) Employee incompetence [ ]

8) Which inventory control system does your business most commonly employ?

JIT (just in time) [    ]FIFO (first in, first out)[    ]



d) Last in, first out, or LIFO [ ]

9a) Nature of delivery service you employ in delivering products from manufacturers?

a) Transport provided by contract [ ]

b) Supplier own the transportation [ ]

c) Business transportation [ ]

9b) Do you rate mode of transport dependable and efficient?

Yes [ ]      No [ ]

10) What steps is your organization taking to enhance logistics management?

a) Creation of an in-house transportation system [ ]

b) Starting the process of complete quality management [ ]

d) Using software for procurement [ ]

d) Appropriate procurement process documentation [ ]

11) What is the best plan of action that your company should adopt to enhance logistics management?

a) Instilling a sense of logistics relevance throughout the entire workforce [ ]

b) Outsourcing logistical operations [ ]

b) Transparency in the administration and oversight of logistical functions [ ]

d) Appropriate management and oversight of logistics and transportation [ ]

e) None of the aforementioned [ ]

12) Suggestions to enhance logistics administration if the response to the question is none of the above?

.....  
.....

## **INTERVIEW GUIDE**

- 1) How do you rate the effectiveness of logistics management in your company?
- 2) What are the logistics management issues being faced by your company?
- 3) What are the factors contributing to the logistics management issues being faced by the company?
- 4) What are the effects of poor logistics management on the overall profitability of an organisation?
- 5) Do you think it is necessary to have top management engaging logistics management in the overall company objectives? If yes please elaborate.
- 6) What strategies can be used to improve logistics management at your company?





### AN EVALUATION ON HOW LOGISTICS MANAGEMENT AFFECT ORGANISATIONAL PROFITABILITY. A CASE STUDY OF DELTA BEVERAGES

ORIGINALITY REPORT



PRIMARY SOURCES

|    |   |     |
|----|---|-----|
| 1  | <a href="http://liboasis.buse.ac.zw:8080">liboasis.buse.ac.zw:8080</a><br>Internet Source               | 12% |
| 2  | <a href="http://elibrary.buse.ac.zw:8080">elibrary.buse.ac.zw:8080</a><br>Internet Source               | 2%  |
| 3  | <a href="http://ir.msu.ac.zw:8080">ir.msu.ac.zw:8080</a><br>Internet Source                             | <1% |
| 4  | <a href="http://repository.out.ac.tz">repository.out.ac.tz</a><br>Internet Source                       | <1% |
| 5  | Submitted to Midlands State University<br>Student Paper   | <1% |
| 6  | <a href="http://repository.itekes-bali.ac.id">repository.itekes-bali.ac.id</a><br>Internet Source       | <1% |
| 7  | <a href="http://www.studymode.com">www.studymode.com</a><br>Internet Source                             | <1% |
| 8  | Submitted to Bindura University of Science Education<br>Student Paper                                   | <1% |
| 9  | Submitted to Segi University College<br>Student Paper   | <1% |
| 10 | <a href="http://www.globalscientificjournal.com">www.globalscientificjournal.com</a><br>Internet Source | <1% |



**BINDURA UNIVERSITY OF SCIENCE EDUCATION  
FACULTY OF COMMERCE  
DEPARTMENT OF ECONOMICS**

**RESEARCH SUPERVISION PROGRESS REPORT**

**STUDENT'S NAME:** KUDAPACHASTHE MADHONGI **REG. NUMBER:** B.1.92691B

**DISSERTATION SUPERVISOR:** Ms. Tap Purna  
**PROGRAMME:** PURCHASING AND SUPPLY

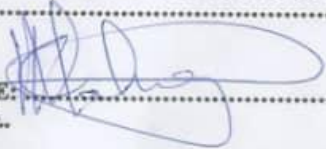
**DISSERTATION TITLE:**  
An Evaluation on How Logistics Management Affect Organizational Profitability A Case Study of Delta Beerlager

| DATE     | STAGE OF RESEARCH | SUPERVISORS' COMMENTS AND INITIALS | STUDENTS' SIGNATURE |
|----------|-------------------|------------------------------------|---------------------|
| Feb 01   |                   |                                    |                     |
| 02/03/23 | Chapter 1         |                                    |                     |
| 10/03/23 | Chapter 1         |                                    |                     |
| 20/03/23 | Chapter 2         |                                    |                     |
| 30/03/23 | Chapter 2         |                                    |                     |
| 3/04/23  | Chapter 3         |                                    |                     |
| 10/04/23 | Chapter 3         |                                    |                     |
| 24/04/23 | Chapter 3         |                                    |                     |
| 30/04/23 | Chapter 4         |                                    |                     |
| 05/05/23 | Chapter 4         |                                    |                     |
| 15/05/23 | Chapter 5         |                                    |                     |
| 20/05/23 | Chapter 5         |                                    |                     |
| 25/05/23 | Corrected 1-5     |                                    |                     |
| 29/05/23 | Chapter 1-5       |                                    |                     |

|  |  |  |  |
|--|--|--|--|
|  |  |  |  |
|--|--|--|--|

**OVERALL COMMENTS BY THE SUPERVISOR:**

.....  
.....  
.....  
.....  
.....

**STUDENT'S SIGNATURE:**  .....

**DATE:** 28/05/23

**SUPERVISOR'S SIGNATURE:** .....

**DATE:** .....