

**THE CHALLENGES FACED BY KOBOKO TRANSPORTERS LIMITED IN THEIR  
LOGISTICAL SERVICE PROVISION.**

**CASE STUDY: KOBOKO TRANSPORTERS LIMITED (KOBOKO DISTRICT).**

**BY**

**WAIWAI KASTO.**

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS AND  
MANAGEMENT FOR THE PARTIAL FULLFILLMENT OF THE REQUIREMENTS  
FOR THE AWARD OF BACHELORS DEGREE IN SUPPLIES AND PROCUREMENT  
MANAGEMENT OF KAMPALA INTERNATIONAL UNIVERSITY.**

**MAY 2011**

## DECLARATION

I WAIWAI KASTO declare that this dissertation presented to the school of business and management of Kampala international university is my original work and has never been submitted to any institution for any award.

Signature.....

WAIWAI KASTO

REG NO: BSP/10042/81/DU

DATE.....07/05/2011.....

## APPROVAL

I, the undersigned approve that I have supervised and recommend for acceptance by Kampala international university a research project titled “ **The challenges faced by koboko transporters limited in their logistical service provision.** In partial fulfillment of the requirement for a ward of bachelors degree in procurement and supplies of Kampala International University

Signed



Mr. HENRY BARASA

(Supervisor)

Dated .....



## **DEDICATION**

I dedicate this book to my late mum Mrs MAKU, my grandmothers FERIDAH ELISA, RAELY PITA, and my grandfather Dr ELISA LUMAYA BARABA, to mention among others.

I also dedicate this book to my UNCLE JIMMY NIGO ELISA my AUNTS DURENGA ELISA not forgetting my dear friend MALISH JOHN HILLARY and, other relatives and friends and to the almighty God for enabling me to finish successfully.

## **ACKNOWLEDGEMENT**

The successful completion of this research papers owed to the assistance I received from different people.

I do express my sincere and profound gratitude to my supervisor MR. BARASA HENRY, lecturers and the students at large.

My special thanks go to my uncle JIMMY NIGO ELISA, aunts, brothers and friends for the financial support they accorded to me.

My appreciations also go to all the managers and employees of KOBOKO Transporters LIMITED for the support and guidance they offered to me during the time I was with them.

## ABREVAITIONS USED

KK T	koboko transporters
FIFO	First in first out
LIFO	Last in first out

## DEFINITIONS OF KEY TERMS

### Logistics

**Fawcett, et al** in their book *Logistics Management* 1<sup>st</sup> Edition 1992 Published in UK.

defined logistic as it's the traditional sequence of a company activities was purchasing and supply of material and components, production or processing and dispatch or transport of finished product to the customers, sales outlet and end-users.

**Kenneth Lyons et al** in their book *Purchase and Supply Management* 7<sup>th</sup> Pearson Education Ltd UK (2006) defined logistic as the total management of the key operational functions in supply chain procurement, production and distribution. Procurement includes purchasing and product development. The production function includes manufacturing and assembling, while the distribution function involves warehousing, inventory, transport and delivery.

### Distribution channel

**David W .Cravens** in their book *Strategic Management*, 5th Edition (1997) Rob Zwettler) defined a channel of distribution as a net work of organizations performing functions that connect producers to the end users. The distribution channel consists of interdependent and interrelated institutions and agencies functioning as a system, which cooperate in their efforts to produce and distribute a product to end users.

**Solomon et al** in their book *Marketing real people, real choices* 4<sup>th</sup> Edition (2006).

Defined a distribution channel from a logistics management point of view as a route by a commodity or person between the point of production and the point of its sale or consumption.

### **Net work design**

**Donald' et al** in their book *Logistical Management 8<sup>th</sup> Edition* (2004) New York defined net work design as a primary responsibility of logistical management since a firms fancily structure is used to provide product and material to customer typical logistics facilities are manufacturing plants, warehouses , cross-dock operation ,and retail stores.

### **Customer product channel**

**Kaegan Moriaty Duncan**, *Annotated Instructors edition Marketing* (2002) defines what consumer product channels are; this is the last person involved in the channel. He can get goods from the producer without passing an intermediary or he may have to pass all other channels before the product reaches him.



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### **Abstract**

The research was carried out to investigate the challenges faced by logistics in service provision in KK transporters .this was because koboko transporters mostly provide logistical services to their clients within the area.

This research was mainly carried out in both the head quarter in Kampala and koboko branch which was located in koboko. The aim of the study was to investigate the challenges facing koboko transporters in their service provision, and how the distribution channels and the logistical networks were used to give better service level to the clients.

To achieve the objectives of the study, the researcher collected the data by the use of the various research instruments like questionnaires were used. A sample of 30 respondents was selected from the company. This included the procurement department, marketing department, accounting, stores and management department.

As the findings were presented and analyzed, it was discovered that the logistical challenges were mostly; competition, geo political threats, limited experience, limited finance to mention among others.

On the base of the findings and the summaries, conclusions were made while recommendations were also obtained from both the findings and responses of the respondents.

## CHAPTER ONE

### INTRODUCTION AND BACKGROUND TO THE STUDY

#### 1.0 INTRODUCTION

The subject matter of the study is to find out the challenges face by koboko transporters limited in their logistical service provision in koboko, democratic republic of Congo and in south Sudan **Fawcett, et al** in their book Logistics Management 1<sup>st</sup> Edition 1992 Published in UK.

Defined logistics as the traditional sequence of company activities in purchasing and supply of material and components, production or processing and dispatch or transport of finished product to the customers, sales outlet and end-users.

**Kenneth Lysons et al** in their book Purchase and Supply Management 7<sup>th</sup> Pearson Education Ltd UK (2006) defined logistics as the total management of the key operational functions in supply chain procurement, production and distribution. Procurement includes purchasing and product development. The production function includes manufacturing and assembling, while the distribution function involves warehousing, inventory, transport and delivery.

#### 1.1 BACK GROUND OF THE STUDY

Koboko Transporter Limited (KKT) was incorporated as a company in 1997 although the dominant share holder had started business way back in 1970's as a sole proprietorship. The initial head quarter (H/Q) of KKT were at backlines at Katatumba suits on Kampala Road but legally has been shifted to plot 224 Wandegaya Road opposite YMCA Wandegaya main gate. It has postal address of box number 22571, Kampala.

The areas of the operation are in Uganda, Sudan, DR Congo and at times Kenya. As well their operational branch is located in Koboko in order to link the rest of the operations in the region of Sudan and Congo. The company deals in distribution of relief, goods/materials to the displaced people in the Sudan and part of DR Congo.

The company has the following clients like World Food Program me, Norwegian Peoples Aid, World Vision, Zoa. IAS, UNICEF, Borgakim (GOIDMIND) where they transport mostly food and

petroleum to the operational areas for those organizations and food as relief to people in different locations.

## **1.2 STATEMENT OF THE PROBLEM**

Logistics is an important aspect of business operation that is being taken on by many firms of which KKT is among, But because of its complexity ,many firms are bound to make mistakes and hence encounter challenges. Inefficiency and ineffectiveness in the logistical operation thus cause such firms to make many losses.

Donald' et al in their book Logistical Management 8<sup>th</sup> Edition (2004)New York suggests that there are many forces that hinder borderless operations.however,KKT is facing a problem of effective controlling and maintenance of their logistics operations which has led to long lead times.

## **1.3 THE MAIN OBJECTIVE OF THE STUDY**

To find out the challenges faced by koboko transporters limited in their logistical service provision.

## **1.5 THE SPECIFIC OBJECTIVES OF THE STUDY**

- To identify the different logistical distribution channels' within KK Transporters.
- To identify challenges faced by the company in their service provision
- To find out how the different logistical networks function in KK Transporters..

## **1.6 THE RESEARCH QUESTIONS**

1. What are the different logistical distribution channels within KK Transporters?
2. What are the challenges of logistics at KK Transporters in their service provision?
3. What are the logistical network functions in the company?

### 1.7 THE SCOPE OF THE STUDY.

The study is to be carried out in Koboko transporters limited. The study will take a period of two months between September and October focusing on the topic finding solutions to the objectives of the study.

### 1.4 THE PURPOSE OF THE STUDY

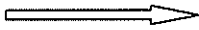
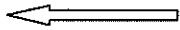
- To learn more about the challenges on logistic in a given company i.e. koboko transporter
- To find solutions to the challenges facing koboko transporters limited.
- To determine the service delivered by koboko transporters

### 1.8 THE SIGNIFICANCE OF THE STUDY.

- The study will help to identify different logistical networks in the company.
- The study will help the managers to find solutions to the challenges.
- The study will help the researcher to know how logistics network functions in a company.
- This study will also help the researcher to identify challenges and allow others to recommend researchers to carry out a similar study which will help community and the nation.

### 1.9 CONCEPTUAL FRAME WORK.

Fig.1 Conceptual Frame Work

Independent variables Logistical service provision	Intervening variables	Dependent variables Koboko transporters limited
Efficient and sufficient vehicles (lorries) Well trained employees (managers and drivers)  	Good roads that aid the transport service provision. Sufficient funds to finance the operations Efficient repair services of Koboko Transporters Efficient procurement of spare parts and vehicles sufficient for nature of roads	Provide efficient services Growth of the company Provide employment to the residents of Koboko, Congo, and South Sudan  



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 INTRODUCTION

Literature review refers to an account of what has been published on a topic by accredited scholars and researchers. It may be part of an essay or a research report dissertation.

#### 2.1 DEFINITIONS OF KEY TERMS

##### Logistics

**Fawcett, et al** in their book Logistics Management 1<sup>st</sup> Edition (1992) Published in UK.

Defined logistics as the traditional sequence of company activities in purchasing and supply of material and components, production or processing and dispatch or transport of finished product to the customers, sales outlet and end-users.

**Kenneth Lysons et al** in their book Purchase and Supply Management 7<sup>th</sup> Pearson Education(2006) Ltd UK Defined logistics as the total management of the key operational functions in supply chain procurement, production and distribution. Procurement includes purchasing and product development. The production function includes manufacturing and assembling, while the distribution function involves warehousing, inventory, transport and delivery.

The role of supply **Alan et al (2005)** in their book Logistics Management and strategy 2<sup>nd</sup> edition(2005) Published in UK, defined Logistics as management of materials and information and its inbound logistic deal with link between the focal firm and its ties/ supplies, while outbound logistics refer to the link between the focal firm and its tier /customer.

### **Net work design**

**Donald et al** in their book *Logistical Management* 8<sup>th</sup> Edition(2004) New York.

Defined a net work design as a primary responsibility of logistical management since a firm facility structure is used to provide product and material to customer typical logistics facilities are manufacturing plants, warehouses, cross-dock operation, and retail stores.

### **Customer product channel**

**Kaegan Moriarty Duncan**,in their book *Annotated Instructors edition Marketing*(2002)

Defines what consumer product channels are; this is the last person involved in the channel. He can get goods from the producer without passing an intermediary or he may have to pass all other channels before the product reaches him.

### **Distribution channel**

**David W .Cravens** (1997)in their book *Strategic Management*, 5th Edition (1997)Rob Zwettler defined a channel of distribution as a net work of organizations performing functions that connect producers to the end users. The distribution channel consists of interdependent and interrelated institutions and agencies functioning as a system, which cooperate in their efforts to produce and distribute a product to end users.

He goes further to explain the physical aspect of distribution from receiving a consideration attention from marketing, manufacturing, logistics and transportation professionals. The main objective is to improve the distribution of suppliers' goods in process and finished products.

**Solomon et al** in their book *Marketing real people, real choices* 4<sup>th</sup> Edition(2006).

Defines a distribution channel from a logistics management point of view as a route by a commodity or person between the point of production and the point of its sale or consumption.

They point out two aspects of a distribution channel that is commercial and physical. The commercial aspect is linked to marketing while physical is linked to logistics.

They also identified some option that an organization undertakes in making up a distribution channel.

This can be seen in two ways that is;

Use of a company's own storage and distribution facilities regardless of whether the company is a manufacturer, supplier, distributor or a retailer for this matter.

Secondly the of third party distribution services are usually specialized in transport and distribution skills.

The different distribution channels according to **John K. Johansson** (2000) in their book Global Marketing, Foreign entry, Local Marketing and global Management.

include; manufacturers, wholesalers, retailers and customers.

Manufacturers are firms that deal in the production of goods. Here a manufacturer can supply products to a wholesaler, a retailer, or direct to the consumers. If it under goes the channel then wholesalers and retailers become intermediaries in the distribution channel

Wholesalers are those that sale to retailers id industrial users. They get products from manufacturers and sell them to retailers or direct to and users.

Retailers are middlemen who buy either direct from manufacturers or whole saler or sell directly to ultimate consumer.

.

## **2.2 Functions of the different distribution channels**

**Kaegan Moriatty Duncan** , Annotated Instructors edition Marketing(2002) justifies the functions of a marketing channel of distribution and consumer product channels as follows;

Marketing channels provide more just a way to bring buyers and sellers together and make products available when and where customers want them.

Marketing channels also help to reconcile needs of the consumer (variety and frequent) with the needs of the producer (high production levels and efficiency)

Consumer product channels help manufacturers to eliminate intermediaries in the channel of distribution. Since consumers get products direct from the manufacturers.

**John K. Johansson** in their book *Global Marketing, Foreign entry, Local Marketing and global Management*. (2000)

Explains more about retailers and wholesalers as channel of distribution.

A wholesaler plays the following roles; he is involved in making contacts with producers, negotiation, buying, selling, and providing warehousing services to its retailers or consumer.

A retailer plays a similar role as the wholesaler that is making orders, creating assortments, presenting the merchandise, storing and packing, shipping and financing the activities mentioned in the paragraph.

However, **John, K. (2000)**, **Keegan, M (200)**, **Solomon et al (2006)** and **David, W. (1997)** they show how the different distribution channels would be used rather than showing how the different channel could overlap each other to give better service level in the company.

## **2.3 THE NET WORK OF THE COMPANY**

### **Definition of a Net work**

**Martin Christopher** in their book. *Logistics and Supply Chain Management 3<sup>rd</sup> Edition* (2005) Published in UK Defined net work as the management of upstream and downstream relationship with suppliers and customers to deliver superior customer value at less cost to the supply chain as whole.

Thus the focus of supply chain management is upon the management of relationship in order to achieve a more profitable outcome for the parties in chain.

A net work of connected and interdependent company mutually and co-operatively works together to control, manage and improve the flow of materials and information from suppliers to end-users.

This brings with it some significant challenges since there may be occasion when the narrow self interest of one party has to be subsumed for the benefit of the chain as a whole.

**Donald' et al** in their book *Logistical Management 8<sup>th</sup> Edition* (2004) New York defines a net work design as a primary responsibility of logistical management since a firm facility structure is used to provide products and materials to customers. Typical logistics facilities are manufacturing plants, warehouses, cross-dock operation, and retail stores.

The classical economists neglect the importance of facility location and overall net work design .when economist originally discussed supply and demand relationship, facility location and transportation cost differential were assumed to be either of equal among competitors.

However, the number, size and geographical relationship of facilities used to perform logistical operations directly affect customer service capabilities and cost.

The net work design requirement is to determine the number and location of all types of facilities required to perform logistics work .it is also necessary to determine what inventory and how much stock at each facility and where to assign customer orders for shipment .

Thus the net work incorporates information and transportation capabilities. Specific work tasks related to processing customer order, maintaining inventory and material handling are all performed within the net work design frame work.

The design of a net work must consider geographical variations. The fact that a great deal of difference exist between geographical markets is easy to illustrate.

The supply chain and supply net work both attempt to describe the way in which buyers and suppliers are linked together to serve the end-customers.

Net work describe a more complex structure, where company can be cross linked and there are two way exchanges between them ,chain describes a simpler, sequential set of link.(**Hariand et al. 2001**).

The net work mostly makes a lot of contributions to logistics in terms of material and information flows together with the time dimension.

The material flows from primary manufacture through various stages of the net work to end – customers. And information flow broadcast demand from the end-customers to preceding company in the net work.

Time is important because it measures how quickly a given network can respond to demand from the end –customer.

All processes within the net work need to be understood in term of how they interact with other processes. No company is an island, its inputs and outputs are affected by the behavior of other players in the net work.

One powerful, disruptive player can make life very difficult for everyone else. For example, several auto assembler optimize their own processes .but disrupt those of upstream suppliers and downstream distributors.

**Jeremy F SHAPIRO** in their book Modeling the Supply Chain 2nd edition(2001) in USA

The net works represent facilities which are connected by links that represent direct transportation connections permitted by the company in managing its supply chain.

## **2.4 The types of transportation net work**

**2.4.1 Inbound transportation net works.** The inbound transportation net work is linking the company's suppliers to its facilities. At most inbound net work describes feed stock shipment from source on several continents, some of which are quite distant from the entire feed stock source.

**2.4.2 Interfacility transportation net work.** It connects it facilities to one another especially when each product line is manufactured in all number of locations and products are shipped directly to customers and retailer throughout the country.

It is commonly used by electronic firms where products are manufactured in stages at geographically distinct location to minimize total production and inventory cost.

**2.4.3 Outbound transport network.** it's mostly connecting the companies facilities to its customers and markets efficient management of outbound transportation is a critical activity for many companies especially distribution of companies whose reason is to deliver the connect product in the correct quantities at the correct time to its customers.

However, **Christopher M (2005), Donald et al (2004), Jeremy F (2001)**, all those talked about the networks but the gap they missed out was to show how the network would interact among themselves to give a better service levels to the clients.

## **2.5 The challenges faced by the companies in their operation**

**Donald' et al** in their book Logistical Management 8<sup>th</sup> Edition(2004) New York.

Suggests that, there are many forces that facilitate borderless operation; some significant barriers continue to hinder global logistics for example;

**Market and competition**, in real market and competitive barriers include entry restrictions, information availability, pricing and competition. Entry restrictions limit market success by placing legal physical barriers on importing.

**Financial barriers.** The financial barriers to global logistics result from forecasting in any situation, while it is not easy to forecast in any situation, it is particularly difficult in global environment .The domestic forecasting challenges is to predict unit or dollar sale based on customer trends competitive actions and seasonality. In global environment, challenges are completed by exchange rates, custom actives and government policy complexities.

The institutional infrastructure barriers result from major differences in how facilitating intermediaries such as banks, insurance firms, legal counselors and transportation carriers operate.

The combination of financial and institutional uncertainty makes it difficult to plan product and financial request. As a result, logistics managers must allow for additional inventory, transportation lead time and financial resources to operate globally.

**Distribution channels.** Distribution channels differences such as infrastructure, standardization and trade agreements are third barrier confronting logistics management. Infrastructure standardization refers to differences in transportation and material handling, ware house and port facilities and communication.

**Trade restriction barriers** can influence channel decisions, such as the rules that restrict the volume of imports or increase duties once a specific volume has been reached.

**Allan et al** in their book *Logistics Management and strategy* 2<sup>nd</sup> edition (2005) Published in UK. Suggested the supply chain environment which examine the three developments that are transforming the flow of material and information in supply chain

The management challenges organizational alignment (internal integration) and enabling technologies for external integration.

**Geopolitical threats** which are characterize by wars that are ethical and power interest of individual hence making the trade routes had to be altered and global travel was limited.

**Transportation breakdowns** which may happen with commodity that needed to be delivered in the shortest time before they get wrong and at time logistical company's work to become difficult for them in their operations.

**Accidents** that occur especially when using road transport system where roads are not in good nature which makes vehicles to fall to destroy goods in which in transit and at end of the day loss becomes to the logistical company.

## 2.6 Measures of service provisions

**Donald' et al** in their book *Logistical Management* 8<sup>th</sup> Edition (2004)New York.

Talks about the elements of service provision which include the following;



**In put** is an order that specifies requirements for a product or material. A high volume of system will typically require a variety of different arrangements to satisfy over roll order requirements. When requirements are highly predictable or relatively low, the service can be simplified.

Efficiency is related to resource expenditures necessary to achieve logistical effectiveness.

**Increasing focus on innovation,** Innovation is what changes industries, companies and societies. Whether changes the innovation in technology, marketing, or financing, the effect can be the same new, ways of doing things that create new competitive advantage and can become the ultimate strategic weapon hence creating a new product.

**Quality** talks about doing what is right. Quality is an important area for organizations to improve, there are a number of different ways to interpret, quality: Garvin (1998) lists eight dimensions of quality which depends on the perspective taken, such as product availability (design), conformance quality (manufacturing), and fitness for the use of the customer.

**Time measures** the service is used to identify total logistics lead time, also known as the production time. Production time is a measure of total time takes for a product to go through a pipe line and it is not just time taken to supply from stock. It starts the moment a new order is raised. It includes all the processes necessary to make and deliver that product. It is important to clear about when these activities start and end in order for the measure to be consistent.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 INTRODUCTION**

This chapter presents the methodology that is going to be used in the study; it presents the research design, the areas of study and population, the sample of the study, data collection instruments and the techniques, data procession and analysis.

#### **3.1 RESEARCH DESIGN**

The research design that is to be used is a mixture of quantitative and qualitative.

Quantitative design is where the researcher used numerical numbers and qualitative design was where the researcher used descriptions.

#### **3.2 AREA OF STUDY**

The area of study will be in koboko transporters limited (KKT) company as the case study at its offices within Koboko town.

#### **3.3 THE SAMPLING FRAME**

The study population covers the procurement department, finance department, store department, marketing, and operations department within KKT Company.

#### **3.4 SAMPLE SIZE**

The study will consist of employees both permanent and temporarily employed in the company. KK Transporters have a total workforce of 50 employees and a sample of about 30 staff will be issued with questionnaires for data collection.

#### **3.5 DATA COLLECTION INSTRUMENT AND TECHNIQUES**

Given the nature and the scope of the problem under investigation, the following instruments and the techniques are going to be used.

### **3.5.1 QUESTIONNAIRE TOOL**

This is being constructed to suit the research questions and was to be administered to sample population within the case study

### **3.5.2 INTERVIEWS**

Questions will be asked verbally to different persons that will be on the face to face basis in order to acquire accurate information.

### **3.5.3 OBSERVATION METHOD**

The researcher will personally look at what will be taking place and later, present the data on the most appropriate ways to gather information.

### **3.6 JUSTIFICATION OF THE SAMPLE**

The justification of the sample size of about 30 respondents is adequate to obtain the information needed in the research process. 20 respondents both from the procurement and finance department were given questionnaires in which they were to fill in their options in challenges faced by the logistical companies.

### **3.7 THE RELIABILITY AND VALIDITY OF THE SAMPLE**

The sample chosen above is reliable and manageable since the respondents work within the KKT Company and employees to be chosen provide the necessary information regarding the research topic.

### **3.8 THE RELIABILITY OF THE INSTRUMENT**

The above three instruments that is to say; questionnaire, observations are reliable since the researcher was to provide the respondents with questionnaires to fill in and use the data to make the report. Observation provides the researcher with an insight of what had happened in the department. Interview provides the researcher with direct response from the respondents.

### **3.9 VALIDITY OF THE DATA**

The validity of the data collected will be about 80% of the information that will be provided by the respondents which will be used in making the report because the instruments to be used and the sampling size is going to be reliable.

### **3.10 DATA ANALYSIS AND PRESENTATION**

After collecting the data, the results will to be processed according to group of respondents so as to obtain meaningful information .This will be done through editing.

#### **3.10.1 EDITING**

All data that will be collected is to be edited on continuous basis to ensure completeness, accuracy and uniformity. This will be done to ensure that answers to questions supplied to respondents will be consistent and to ensure that the entire questions in the questionnaire will be answered for easy analysis.

### **3.11 LIMITATIONS OF THE STUDY**

Among the limitations expected to be encountered are the following:

Language problem, where by some of the respondents in the face to face interview might not respond in the acceptable medium of communication

The other limitation is that some questionnaires might not be returned from the respondents. Some respondents may not be generous enough to give adequate information needed in the research topic.

The time allocated for the study will not be enough because the researcher is at the same time attending lectures, doing course works and at same time carrying out research. Yet a lot of time is needed for research. The researcher assumes that the target group will have busy schedules, since the study is to be carried out at a time when most companies are preparing for the end of year programs such that end of their financial year and long holidays like Christmas's and New year.

### **3.12 CONCLUSION**

In conclusion therefore, the above contains three chapters that is to say, chapter one talks about the introduction, back ground of the study, statement of the problem among others. Chapter two talks about the literature review. Chapter three discusses the methodology of the proposal which majorly includes the research design, area of study, and sampling frame among others.

## CHAPTER FOUR

### PRESENTATION AND DISCUSSION OF FINDING

#### 4.0 INTRODUCTION

In this chapter, the researcher tried to present, interpret and analyze the findings collected from the field. The main objectives remain: Logistics and service delivery in Koboko Transporters Limited.

The researcher findings were arrived at by means of questionnaire and this data was got from the employees of Koboko Transporters Limited.

The main objective of the study was to examine the challenges facing Koboko Transporters in their service delivery.

**TABLE 4.1.1SHOWS THE NUMBER OF GENDER EMPLOYEES WHO WERE CONDUCTED AND RESPONDED TOWARDS THE QUESTIONNAIRES DURING THE STUDY.**

Gender	No. of respondents	Frequency	Percentage
Male	25	25	83
Female	5	5	17
<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>

#### **Source; primary data**

From the above table it showed that 83% was represented by 25 male respondents of Koboko Transporter while 17% represented by 5 female respondents all employees during the study respectively.

This implies that the gender issue in Koboko transporters was not well balanced.

**TABLE 4.1.2 SHOWS THE NUMBER OF YEARS THE RESPONDENTS HAD BEEN ON THE JOB**

No. of year spend on the job	No of respondents	Frequency	Percentage
Less than tow year	5	5	17
Less than four	10	10	33
Above four	15	15	50
<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>

**Source; primary data**

The above table revealed that, out of the 30 respondents, 17% had been on the job for less than two years which was represented by 5 respondents and 33% worked for less than four years which was represented by 10 respondents and 50% worked more than four years which was represented by 15 respondents employed in the company. This indicates that at KKT company employees had different work experiences.

**TABLE 4.1.3 SHOWS PERSONAL PROFILE**

Level of education	No of respondents	frequency	Percentage
Degree	20	20	66
Diploma	10	10	34
Professional qualification	0	0	0
<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>

**Source: primary data.**

The table above it revealed that, out of 30 respondents, 66% have degree which was Represented by 20 respondents and 34% had diploma which was represented by 10 respondents.

This implied that the company had employed all people who had skills to give quality services to the clients.

**TABLE 4.1.4 REPRESENT RESPONSE RATE**

<b>Respondent</b>	<b>No of respondents</b>	<b>frequency</b>	<b>Percentage</b>
Accountants	8	8	26.6
Logistician	10	10	33
Marketing	5	5	16.6
Stores	5	5	16.6
Management	2	2	7.6
<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>

**Source: primary data.**

The above table showed the response rate where Accounts department had 8 respondents with 26.6% and 10 respondents from logistics with 33%, while in marketing 5 responses with 16.6% and in stores the respondent were 5 which was 16.6% and finally the management had 2 respondents with 7.6%.

This therefore generally indicated that all the major departments in KK transporters had responded to the questionnaires



#### 4.2.0 TABLE SHOWING THE DISTRIBUTION CHANNELS.

Types of distribution channels	No of respondents	Frequency	Percentage
Manufactures	6	6	20
Wholesalers	10	10	33
Retailers	4	4	14
Customers	10	10	33
<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>

**Source: primary data.**

The above table revealed that, out of the 30 respondents, 20% of respondents used the manufactures, 33% used the wholesalers, 14% used the retailers, and 33% used the customers. Therefore it indicates that KK transporter used the entire distribution channel in their service provision.

#### 4.2.1 TABLE SHOWING THE PROBLEM FACING THE DISTRIBUTION CHANNELS.

Problem /weakness of the channel	No of respondents	Frequency	Percentage
Long distance of collection of goods.	5	5	16.6
A lot of risks as result of rash order	4	4	13.3
The Delay due collection of goods	5	5	16.6
Poor quality goods	7	7	23.3
High price cost	2	2	6.6
Poor condition of roads in delivery of good	1	1	3.3
Limited consignment	1	1	3.3
Stores are very far for collection of goods	2	2	6.6
Bad weather for some of the goods	3	3	10
<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>

**Source; primary data**

From the table above, it showed the response of the respondents about the problems /weakness of using the distribution channels in KK transporter, it indicated that 16.6% of the respondents said that , there was long distance in collection of goods from the manufacturers and wholesale places which was represented by 5 as the number of respondents.

Another problem /weakness were a lot of risks due to rash in order especially by the manufacturers and wholesalers which was represented by 13.3% also indicated by 4 as number of respondents. It means that they ended up getting wrong orders.

Again, delay in collection of the goods by the retailers and customers which made KK transporter to delay in the delivery of goods to right places. Indicated by 16.6%, this was represented by 5 respondents. This meant that it limited the service provision in supply of the goods to various places.

Besides that, there was poor quality of goods been provided by the retailers and customers because they did not have clear source of obtaining the goods indicated by 23.4% also represented by 7 as number Of respondents. This means that company end up supplying poor quality goods to the clients.

While others argued that the problem of distribution channel was high prices charged on the goods by retailers and customers. This was represented by 6.6% also indicated by 2 respondents.

There was poor condition of roads in delivery of goods to the company's stores more especially for customers who are located in remote areas that are not properly Networked .This is represented by 3.3%with 1 respondent. This means that koboko transporter had a lot of task to gather the goods to be supplied.

Limited consignment with the wholesalers and manufacturers in the arrangement of supply of goods to the company's premises so that it can be transported easily as wanted by clients. This is represented by 3.3%with 1 respondent.

There are also issues of stores been far from the distribution channel especially use of wholesalers and manufacturers which limits the quick service provision to the clients as indicated by 6.6% with 2 respondents.

Bad weather for some of the goods more especially like food items hence making the company to incur losses which reduce their profit margin. This is represented by 10% with respondents. This implies that all the above problems have limited the service provision of the company to their clients.

#### 4.2.2 TABLE SHOWING THE SOLUTIONS, RECOMMENDATION TO THE ABOVE PROBLEMS.

Solution	No of respondents	Frequency	Percentage
They should have decentralized the stores	4	4	13.3
They should have trucks that are refrigerated	5	5	16.6
Developing of buyer –supplier relationship	2	2	6.6
proper specification of items	2	2	6.6
use of third party logistic	7	7	23.3
Proper layout and training of staffs	3	3	9.9
Better communication among the top stakeholders	2	2	6.6
Introduction of computerized ,record keeping and stock taking	5	5	16.6
<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>

Source; primary data

The above table shows the responds from the respondents giving the solutions to the problems faced by the distribution channel and how it could be improved on.

There was need to decentralize stores from the wholesalers and manufacturers so that goods could be got easily, hence the problem of delay in the loading in the general stores could be reduced. This was represented by 13.3% indicated by 4 respondents.

Also another solution is that there could have been use of refrigerated trucks so that it could reduce on the spoilage of goods like food stuffs. This was indicated by 16.5% represented by respondents.

There was need to develop buyer-supplier relationship. They can enter in to partnership to operate together to provide better service to clients to reduce on the problem of long distance and risk of rush order. It has been shown by 6.6% and represented by 2 respondents.

The other solution was that there should be proper specification of order from manufacturers and wholesalers to avoid wrong supply of the good to reduce on the deployment of the goods to the clients' .that was shown by 6.6% and represented by 2 respondents.

The use of third party logistics could help in reduction of the long distance in transporting the goods to the company by other companies so that goods could reach very fast to allow KKT to reach to the clients. This was represented by 23.3%and represented by 7 respondents.

The need to improve on proper out lay and training of staff in stores of whole sellers, manufacturers, and this could help in warehouses to avoid miscounting of items and the dangers of the goods which at times reduces on the profit of the company. It was represented by 9.9% and by 3 respondents.

The use of improved technology like computers helped in proper record keeping to reduce in miscounting and easy loading of the items hence increase the efficient of the company in their service provision. This was evidenced by 16.6%with 5 respondents.

Finally the people who were involved in the distribution channel should have better communication system so that they share information to make all orders and other arrangements could be well prepared for the retailers and customers in the channel. This was observed by 6.6% which was represented by 2 respondents.

#### 4.2.3 TABLE SHOWING THE ATTEMPT MADE BY THE COMPANY IN SOLVING THE PROBLEM.

Attempts made by the company	No of respondents	Frequency	Percentage
Yes	30	30	100
No	0	0	
<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>

Source: primary data.

In the table above, there were efforts made by the company to attempt to solve the problems facing the distribution channels this was evidenced by 100% of the respondent.

#### 4.3 TABLE SHOWING THE LOGISTICS NETWORK USED IN THE COMPANY.

Types of logistics network	No of respondents	Frequency	Percentage
Inbound transportation	10	10	33
Interfaculty transportation	0	0	0
Outbound transportation	20	20	67
<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>

Source: primary data.

In the table above, the types of logistics network that were mostly used by the company were inbound transportation, which was represented by 33% and also with 10 respondents.

While outbound transportation was used frequently in its transportation of goods in their stores. This was evidenced by 67% which was represented by 20 respondents.

This implied that at Koboko transporter mostly used outbound transportation networks compared to other networks as shown from above.

#### 4.3.1 TABLE SHOWING HOW THE LOGISTICS NETWORK IMPROVED THE SERVICE PROVISION IN THE COMPANY.

Uses of the network	No of respondents	Frequency	Percentage
Reduces the cost of storage	4	4	13.3
simplified the record keeping	1	1	3.3
Easy loading	2	2	6.6
Demand of few man power	3	3	9.9
Reduce congestion of trucks	2	2	6.6
It made recycling very easy	1	1	3.3
Increase flexibility	3	3	9.9
It facilitated the reduction in damages	1	1	3.3
Reduced the demand for manpower	3	3	9.9
easy access to goods	5	5	16.6
There was proper outlay of stores	3	3	9.9
There was access to the stores	1	1	3.3
There was better records	1	1	3.3
<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>

Source: primary data.

In the table above, it showed that responses from the respondents giving how the logistics network helped the company in its service provision to its clients.

Thus it helped in the reduction of storage cost when using outbound transportation because all the stores are within the client's reach. What koboko transporters did was pick the goods from the store; it was evidenced by 13.4% of 4 respondents.

It also helped to reduce record keeping in the company when using outbound transportation because the company only goes to load the items from the stores, this was evidenced by 3.3% of 1 respondent.

There was easy loading of items in the stores because all the loaders were got from the client's side where the stores were located within especially, when using outbound transportation. This was shown by 6.6% of 2 respondents.

There was reduction / low demand of manpower in the network because at most all employees in the stores sector were been employed by the clients side hence cost reduction in company. This was represented by 9.9% of 3 respondents.

It also helped in reduction of congestion of trucks from the company while using outbound transportation because the stores were not located in different locations where they only go to load the items hence living space. This was shown by 6.6% and represented by 2 respondents.

It had helped to make recycling very easy for the company if there were some items that were needed to be recycled after their product were used. This was common with inbound transportation where the company had its owned stores and transport system. It was shown by 3.3% of 1 respondent.

There can be flexibility in the service provision in the company in a way that when they used inbound transportation, they could decide to use FIFO, LIFO where necessary. This was shown by 9.9% of 3 respondents.



Finally all the above in the table showed how the company benefited from using the network, where the company mostly used inbound and outbound without, using interfaculty transportation net work. The interfaculty transportation was used in shipping of items over sea.

#### 4.3.2 TABLE BELOW SHOWS THE CHALLENGES THAT FACED THE NETWORK IN THE COMPANY.

The challenges faced by the network	No of respondents	frequency	Percentage
limited experience	10	10	33.3
Limited capital	5	5	16.6
Pilferage	3	3	10
Poor storage management	2	2	6.6
Too much paper work	7	7	23.3
Limited space	100	3	10
<b>Total</b>	<b>30</b>	<b>30</b>	

**Source: primary data.**

The above table shows that, out of 30 respondents in the study, 33.3% of them agree that there was lack of experience in managing the network, while others suggest that it was lack of capital to improve on the network more epically on the purchases of equipments in the stores. This had been indicated by 16.6% with 5 respondents.

There was also pilferage in the stores by the employees of the company that affected the network. This was particularly represented by 10% of the respondents. Besides, poor store management was a challenge to the network which was represented by 6.6%of 2 respondents.

Finally, there was also too much paper work in recording items in the network like with inbound transportation system where everything was done within the company. It was represented by 23.3%with 7 respondents

Furthermore, there was limited space to expand the stores in case of use of inbound transportation system in the network which was represented by 10%of 3 respondents.

This implied that the network implementation had a lot of problems in the provision of efficient services to the clients.

#### 4.3.3 TABLE SHOWING THE SOLUTION TO THE NET WORK PROBLEMS IN THE COMPANY

<b>Solution to the problems of the network</b>	<b>No of respondents</b>	<b>frequency</b>	<b>Percentage</b>
Training of staffs	8	8	26.6
Borrowing of capital	9	9	30
Computing of the record keeping	3	3	10
Better arrangement of communication	2	2	6.6
Expansion of the store	5	5	16.6
Proper security	3	3	10
<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>

Source: primary data.

The table above shows the response of the respondents about the solution to the problems facing the network of logistics in the company.

There should be training of staffs in the company so that all the employees get used to give better service to clients. This was represented by 26.6% and 8 respondents.

While others say that capital borrowing from the commercial banks to give funds for implementation of the network in the company to help in soft running of the company. This was evidenced by 30% of the respondents and it meant that if the company was to do so, it would be in a better position to serve their clients.

Another solution was by the use of computers in the record keeping that could help in keeping all information in the company in a safe place. This was shown by 10% with 3 respondents.

Expansion of the stores in the company was another way to help when using the inbound transportation where items were stored in their place. This was represented by 16.6% of 5 respondents.

Finally proper security in the company could help if the stores within the company were to be safe so that the network could achieve its objective. This was shown by 10% with 3 respondents.

## **CHAPTER FIVE**

### **THE RESEARCH FINDINGS, RECOMMENDATION AND CONCLUSION**

#### **5.0 INTRODUCTION.**

This chapter gives a summary of the findings from the study that was focused on the challenges and service provision in koboko transporters limited.

Conclusions and recommendation are also made in this chapter. This chapter also stresses the researcher's view of the area that needs further investigation.

#### **5.1 THE REASONS FOR THE STUDY, WHERE IT WAS CONDUCTED AND WHY IT WAS CARRIED OUT.**

This research study focused on challenges faced by koboko transporters limited in their service provision to their clients. The study was carried out to get the solutions to the challenges facing koboko transporters limited.

It was intended to get solution to the challenges faced by the company while carrying out their duties on the logistical services.

According to the discussion in the previous four chapters, there are number of themes That have been discussed in this dissertation which is worth looking at the end of the Discussion where later can also be seen in a few conclusions drawn as a result of Critical analysis of the raw data.

The sample selected was of 30 respondents this was through simple random sampling. Data collected involved administering questionnaires. This was later followed by analysis which was quantitative in nature. The problems encountered by the researcher includes; financial constraints, transport problem among others.

#### **5.2 SUMMARY OF THE FINDINGS AND RECOMMENDATIONS.**

From the research conducted in Koboko Transporters on the topic" logistics and service delivery in Koboko Transporter "the following are the summary of the findings and recommendations.

Through the research conducted, it revealed a lot of challenges faced by Koboko Transporter in their service provision to their clients. These challenges include; limited finance, competition and inadequate staffs.

However there were also some challenges that were faced by the company like, high prices of goods, limited experience among staffs and pilferage among staffs in the stor

#### **5.2.1 THE SUGGESTED SOLUTIONS GOT FROM THE FINDINGS.**

Training of the employees on how to handle the logistics net works to give the better service level to the clients to whom they provide the service to.

Also expansion of the stores in the company's place would allow them to store a lot in their stores to generate income for the company.

Proper security in place was also suggested in the company so as to ensure safety of the company's items.

#### **5.2.2 RECOMMENDATIONS FOR THE RESEARCH STUDY.**

Since Koboko Transporters Limited had a gap in their service delivery, the following are the recommendations to the company as listed below.

There should be improvement on the new acquisition of vehicles and repair of the old one to be ready for service for their clients so that they are able to compete in the market with other companies.

There should be improvement on the service provision in way that they could be able to open many branches in all the countries i.e. Sudan Uganda Congo so that other people who wanted their services could easily access them.

These could help them to access the market and have large market share to be able to again profit.

Quality service provision by the company to the client is also recommended. This could be achieved by the use of the distribution channels and all the transportation networks well connected to give better services to the customers.

The company should employ staffs with skills to offer service for the clients so as to improve on the service level in the company to attract more people to compete favorably with other competitors in the market.

Since research remains the foundation upon which logistics can be able to improve on the service level of the company, quality service provision, opening of new branches among others are needed so as to meet client's needs in the market better

### **5.2.3 FUTHER RECOMMENDATIONS FROM THE EMPOLYEEES**

As a result of the study of challenges facing logistics with service provision, the employees of the Koboko Transporters Limited also came up with a number of suggestions and recommendations towards solutions of the challenges facing logistics.

They include the following;

One of the employees suggested that there was need to decentralize the stores of the company in all the branches in the three countries where they operate so as to serve their clients faster.

Most of the employees of koboko Transporters Company suggested, that training of the employees on the use of the networks of logistics and the distribution channels would enable them carry out efficient transportation of items so as to meet the clients demand.

One of the serious emphasizes suggestions by the employees was that; the departments in the company should work cross functional so that they could be able to support each other to achieve the objectives of the company.

In addition to the above, one of the employees suggested that, the financial problem could be solved by getting loans from the commercial banks.

#### **5.2.4 FURTHER RECOMMENDATIONS OF THE RESEARCHER**

The researcher suggested that, the company should provide all the necessary requirements of the stores so that the company would be able to store a lot of goods in their store to generate them a lot of profits apart from transporting the goods.

The researcher also suggested that, the employees should be motivated by the company so that they are able to provide better services to their clients.

#### **5.3 CONCLUSION.**

The challenges facing logistics in the service provision has remained a focused issue to the companies as they are the third party providers in the country.

Therefore as based on the findings, it can be concluded that;

The challenges faced by logistics are seen in the following areas, competition in the market, geopolitical threats, credit crunch and insufficient staffs employed to offer service to the clients.

The solutions to the problems include the following, training of the staffs, acquisition of more trucks and borrowing of the money from the commercial banks to top up their capital and expansion of the stores in all the branches, and work cross functionally in the company.

#### **5.4 AREA OF FURTHER RESEARCH.**

Future researchers should carry out in a more detailed research in this area by using a bigger sample size as compared to the one used in this research. This will definitely make the study more representative of the whole population.

Further research should also be carried out to find out how other logistics companies use distribution channel and logistics network so as to have competitive advantage over their rivals.

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## KAMPALA INTERNATIONAL UNIVERSITY

### Questionnaires for selected Staff of Koboko Transporters Limited

Dear Respondent,

I am **WAIWAI KASTO**, a student of KAMPALA INTERNATIONAL UNIVERSITY, pursuing a Bachelors Degree in supply and Procurement Management. I am carrying out research on the topic **“Challenges faced by Koboko Transporters Ltd in their logistical service delivery”**. The information will be used for academic purposes only and your response in this regard will be treated with maximum confidentiality.

#### SECTION A:

##### **Instructions:**

Please answer by ticking the appropriate answers where necessary.

##### **GENERAL INFORMATION**

*Please tick in the appropriate alternative in the box provided*

1.1. Name (*optional*) .....

1.2. What position do you hold in the company (*optional*).....

1.3 Gender

(a) Male ☐

(b) Female ☐

1.4. How long have you served in the Company?

(a) Below 2 years ☐

(b) 2-4 years. ☐

(c) 4 years and above ☐

1.5. Indicate your highest level of education

(a) .Certificate ☐

(b).Diploma level ☐

(c).Degree ☐

(d).Professional qualification ☐

(e) If others specify.....

## **SECTION B:**

### **DISTRIBUTION CHANNELS**

2.1. What are the common distribution channels used by the company.

- a) Manufacturers ☐
- b) Wholesalers ☐
- c) Retailers ☐
- d) Consumers ☐

2.2. What are the problems facing the methods used above?

*(Please mark the appropriate response from the alternatives given besides each channel below)*

<b>Problems facing the distribution Channels</b>	<b>Strongly agree</b>	<b>agree</b>	<b>disagree</b>	<b>Strongly disagree</b>
Long distances				
Bad weather				
Risk as in rush order				
Delay due to late collection of goods				
High price cost				
Poor condition of roads in delivery of good				
Limited consignment				
Stores are far for goods to be collected				

2.3. What are the possible solutions to the problems?

Possible solutions to the problems	Strongly agree	agree	disagree	Strongly disagree
Decentralized stores				
Use refrigerated stores				
Develop buyer user relationship				
Proper specification of goods				
Use of third party logistics				
Proper layout and training of staff				
Better communication among top stakeholders				
computerization of record keeping and stock taking				

2.4. Has the company made some effort to attempt solving them?

- (a) Yes ☐
- (b) No ☐

**SECTION C: LOGISTICS NETWORK**

3.1. What is the common logistics network used by your company

- a) inbound transportation ☐
- b) Interfaculty transportation ☐
- c) outbound transportation ☐

3.2. How has the net work helped the company in service provision to its clients?

*(Please mark the appropriate response from the alternatives given besides each channel below).*

Uses of the network	Strongly agree	Agree	Disagree	Strongly disagree
Reduces the cost of storage				
It less the record keeping				
Easy loading				
Demand of few man power				
Reduce congestion of trucks				
It made recycling very easy				
Increase flexibility				
It facilitated the reduction damages				
Reduce the demand for manpower				
There is easy access to goods				
There is proper outlay of stores				
There is access to the stores				
There is better records				

3.3. What are the challenges that affect the use of the network in the company?

Challenges affecting the use of the networks	Strongly agree	agree	disagree	Strongly disagree
Limited experience				
Limited capital				
pilferage				
Poor store management				
Too much paper work				
Limited space				

3.4 Has the company made some effort to solve the problem?

a) Yes ☐

b) No ☐

What are the solutions to the above network problems of the company

Solutions to the network problems	Strongly agree	agree	disagree	Strongly disagree
Training of staff				
Borrowing of capital				
Computerized record keeping				
Better communication system				
Expansion of the stores				
Proper security				

## SECTION D:

### GENERAL PROBLEMS AND SOLUTIONS

*Use the space provided in this section or you may add additional sheets of paper to answer the questions*

4.1. What other problems face the company in their operations

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4.2 What has been done to solve the problems mentioned above?

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THE END