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DISTRIBUTION PROCESS AND ACHIEVEMENT OF TANZANIA BREWERIES LIMITED

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A RESEACH PROPOSAL SUBMITED IN (PARTIAL) FULFILMENT OF THE REQUIREMENTS FOR THE BACHELORS DEGREE OF BUSINESS ADMINISTRATION (MARKETING OPITION)

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Kampala International University-Uganda a report proposal entitled: **Distribution Process and Achievement of Tanzania Breweries Limited,** in partial fulfillment of the requirements for the degree of Bachelor of Business Administration. (Marketing Option) School of Business and Management at Kampala International University.

09/08/06

Dr. Yobes Benjamin Nyaboga

(Supervisor)

Date: 09/08/06.

DECLARATION

I, Nicholas U. Jeremiah, declared that this Report Proposal is my own original work and that; it has not been presented and will not be presented by i at any other university for a similar degree award.

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DEDICATION

Special dedication to may Uncle, Estomieh Shemahonge, Farther Nchimbi, our peer, friends and family who have shown us to tear in joy

ACKNOWLEDGEMENT

At this Primary stage of my report. I am indebted, to the Department of Post Graduates Research Proposal for counsel and encouragement he gave to write this research proposal.

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Finally I wish to acknowledge that, any errors or shortcomings in this study is solely my own responsibility and should not be associated with any of the above acknowledged persons and institutions.

ABSTRACT

The foregoing chapter trite to narrate the background to the problems and the need for the study. Organizations are spending huge sums of money in improving and increasing revenues by using compute technology and channel of distribution. For that matter, the same have to make decision that give better fit to the existing business processing.

This study is organized into five chapters. Chapter One represents background to the research problem, research question, objectives and relevance of the study. Chapter Two is literature review that gives an overview initiation of distribution and computer uses strategies and hypothesis to be tested. Chapter Three cover research methodology including research design, research sample, collection methods, measurement and analytical methods. Chapter Four present the finding analysis and discussion the same. Chapter Five is on conclusion, recommendation and further proposed research.

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CHAPTER ONE
HISTORICAL BACKGROUND OF TANZANIA BREWERIES LIMITED

TANZANIA, republic in southeastern Africa, bounded on the north by Kenya and Uganda, on the east by the Indian Ocean, on the south by Mozambique, Malawi, and Zambia, and on the west by the Democratic Republic of the Congo (DRC, formerly Zaire), Burundi, and Rwanda. The country includes the islands of Zanzibar and Pemba, and other offshore islands in the Indian Ocean. The total area of Tanzania is 945,100 sq km (364,900 sq mi). Dar es Salaam is the capital and largest city; the smaller city of Dodoma has been designated as the eventual capital of Tanzania. Swahili and English are the official languages of Tanzania, but many people continue to use the language of their ethnic group, and comprise 121 tribe in total.

1.1 Introduction on background information

This chapter develops the background for establishing which systems and initiation strategy provides much satisfaction to business processing at Tanzania Breweries Limited. It discusses the background information, definition of research problem, and research questions, statement of the problem, objectives, and significance. It provides an adequate description of various Business initiation and adaptation strategies. Not only that; here, research will be concerned with comprehensive review of distribution process and achievement of TBL.

Tanzania Breweries Limited is a joint venture company between the Government of Tanzania and South African Breweries (SAB) with percentages shareholding status of 50:50 for Tanzania Government and SAB respectively. The company is located along Uhuru Road in Ilala district at Dar-es-salaam (DSM) as Head Office. TBL started its operation in the country at 1910 by one German settle called Schultz, but unfortunately he disappeared during World War 1.

In 1933 Mr Athson Wright was granted as license to brew under the company name Tanganyika Breweries Limited, which was later amalgamated into one umbrella of East African Breweries Limited, (EABL) whereby in 1945 Kenya Breweries Limited (KBL) and Uganda Breweries Limited (UBL) joining, and ultimately EABL.

In 1964 Tanganyika Breweries Limited changed name to Tanzania Breweries Limited, following the Union between Zanzibar and Tanganyika. In 1967 TBL was nationalized following the Arusha Declaration and the National Development Corporation (NDC) took over the management of TBL on behalf of the Tanzania Government. Hence TBL become Parastatal under the NDC group of companies. The shareholding status was presumed to be 51:49 percentages for NDC and EABL respectively.

In 1971 NDC bought Kilimanjaro Breweries Limited in Arusha from its private owner M/S Madhivan which own companies and was named as EMCO Group of companies. EMCO dealing with producing various items in different companies, which was Kilimanjaro Brewery, Soap Industry, Sweets and Biscuit Industry, and production of other things like Baby milk, Toothpaste etc. Madhivan also was the owner of Nile Breweries in Uganda and doing the same activities/production likewise in Tanzania. Madhivan family and his companies still exist in Uganda, producing other stuff with exception of Beer. Therefore, in 1979 TBL was granted autonomy under the umbrella of the ministry of Industry, while in 1983 up to 1989 negotiations went on between the Government and EABL for the settlement of shares in TBL.

In 1990 up to 1993 the Government of Tanzania went on looking for a partner to join hand in running the TBL. Moreover 1994 joint venture was signed between government and INDOL the subsidiary company of SAB and start working together. While in 1999 TBL was the second company to list on Dar es Salaam Stock of Exchange. (DSE) TBL increased the growth in turnover due to the resulted from the production of brands under the interim license agreement with EABL since May 2002. In addition TBL own Brands continue to show substantial organic growth. Managements on going focus on cost and cash management have again resulted in strong cash generation by the group. The TBL shareholders at an extra ordinary general meeting held on 8th November 2002 unanimously approved the acquisition of Kibo Breweries Limited and the using of new ordinary shares to EABL as consideration.

Since the joint venture with SAB,TBL was increased rapidly his performance, but the performance can be attributed not only to the improvement in disposable income arising

from better than expected cash crops, primary in the region, but also to the continuous focus on improving operation efficiency, building and maintaining the Brands, increasing distribution network and growing the market.

What is very gratifying is that all the 23,000 shareholders continue to reap the benefit not only through capital appreciation of the share price, but also by way of strong dividends stream. The dividend for the year 2005 to you our shareholders amounted to TShs 190 per share, representing an average return in excess of 14% on your money and that is without taking into account any capital growth in the share price.

TBL once again made a significant contribution to Government; coffer by paying 57% of their cash value added by way of corporation, excise and value added alone. Some of then other highlight during the year was the successful packaging upgrade of the leading brand Safari Lager and the addition of Miller Guinuine Draft to our premium brand offerings. The brewery in Arusha was also nominated the best brewery in SABMiller African; along with this achievement, all three of the breweries were awarded 3star National Operational Safety and Health (NOSA) grading indicating the commitment to ensuring a safe and health work environment for all our staff. **Figure 4:1** show the current Organization Chart TBL at North East Region (NER-Arusha Plant)

1.2 An Overview

Advances in Brewing Company in producing hard drinks, spirits (whisky) global competitive pressures and the fast pace of innovations in Information of new Technology systems. Computerized system have made business a critical resource within the organization and have initiated radical changes in the way organizations run their business. Organizations that have recognized this, have achieved a sustained and significant advantage through the effective implementation of his business strategies and market segments.

The exploitation of these systems is rapidly becoming a major determinant in the success or failure of a business and few organizations can afford to ignore them. Consequently, today's managers must be knowledgeable, conversant and able to understand the impact of information systems in their respective areas as they will inevitably not only be

required to be proficient in using them, but will also be required to participate in their planning, development and implementation.

Organizations are spending huge sums of money in implementing and improving Computer information systems by using Information Technology strategies. These strategies when introduced need care to reduce risk of failure of business performance.

In Tanzania like in the rest of the world, most organizations are applying Computer systems in their business processing. Software manufacturers mainly initiate the Information Technology software used by firms in Tanzania. This is so because in Tanzania, there are not many companies producing software and this introduces a high risk of failure in adapting them in early stages of implementation. So given the context of research done in the USA and elsewhere, it is indicative that there is no best Information Technology strategy among user-initiated or customized, manufacturer- initiated or packaged and standard versions.

1.3 Company Objectives

The main objectives as stipulated in the Memorandum of Association,is to brew,bottle,distribute and sell beer in border term,it means that the company is to process all kind of brand that it finds fit,and after production,to make sure that the beer is distributed to the consumer with good quality. The company concern is to;

A. To achieve growth consistent with national and social objectives,to gate maximum profi through consumer with satisfication to make the company continue to render the required service of the different fuction of TBL

B. Generate revenue for the Government in form of sales tax.

C. Ensure and encourage management development

D. Promote the image of the company

E. Carry on any business of a simmilar nature or any business,which may in the opinion of the directors be conveniently carried out by the company.

1.3.1 Company Mission.

TBL Mission say that, To be successful brewer and profitable marketer of quality beer while being recognised as a good corporate citizen by our stakeholder,namely the Company's:

a] Shareholder, who provide the capital;

b] Suppliers, who provide goods, services and finance;

c] Employees, who provide their service;

d] Customer, who use the Company's product;

e] The community which allow the Company to work;

f] And the Government ,which provides the infrastructure the Company needs to perate.

1.3.2 Company Vision.

TBL's vision is to be recognised as one of the most successful and respected commercial enterprises in East Africa by the year 2005

1.3.3 Company Value.

TBL's most critical value are:

1] Product Quality.

Will provide quality products that provide value for money and that meet needs of our customers and consumers.

2] Continuous Improvement.

We strive to be creative and innovative in all we do to ensure continuous learning and improvement

3] Wealth Creation,Reward and Recognition.

We will optimise the creation of wealth to provide security, fair reward and recognition for the contribution oa all our stakeholders.

4] Employee Development.

We will create any environment to allow all individuals and term to develop to

their full potential for the benefit of themselves and the company.

5] Safe and Health Work Environment.

We will ensure a safe and health work environment

6] Customer Service.

We will identify and meet the realistic needs of all our customers.

7] Community.

We will strive to be a good corporate citizen.

1.3.4 Company role.

The company's prinvipal activities are the production,distribution and sale of malt beer and alcoholic fruit beverages(AFB'S) in Tanzania. It oparate Arusha, Mwanza and DSM as a Plants, and Ten sales Depots throughout the country. Aslso farms Barley,which is used to produce malt at its Malting Plant in Moshi. The company ownns and manages Tanzania Distilleries Limited,a spirits and Liquor Company,and Dar Brew Limited,a traditional beer Company as his subsidiary company. Both are situated at DSM . TBL produces various brands of beer and spirits from his subsidiary companies, notably Safari Lager, Kilimanjaro Premium Lager, Ndovu Lager, Castle Lager, Bia Bingwa, Balimi Extra Lager, Reed's Premium Cold, Castle Milk Stout, SABMiller, Tusker, Pilsner, Pilsner Ice, Guinness, Guinness Malta, and those brands are produced in different pack. The brand where founded in half litre, 330mill and 300mill which packed in big botlle, small botlle (dumpies) and in can.

TBL also distribute, produce other product fro his subsidiary company TDL and Chibuku companies, like Amarura, Viceroy, Konyagi and more than 80 international brands under license. TBL benefits from the government's policy of trade liberalization. These are like ownership structure, Resident shareholders, eg; United Republic of Tanzania has 28% as ordinary share, 8% for public, while non-Residential shareholder, like South African Breweries International (SABIA) has 50% as ordinary shares and other International Institutions grasp a share of 13% .Trade liberalization allowed foreign investors and general public to inject capital and on a result has manage to maintain profits, which enable the company to pay dividend to its shareholders.

1.4 Historical Background of the Problem

The focus of the study is to learn how company get better from distribution process and make profitable company, while improvement of best quality of beer where were poor before. Before privatization, TBL were produced not more than 4 brands which was Safari Lager, Pilsner, Guinness, and those brand were in the same pack.(in bottles of half litres) TBL at that time were mostly produced his product in Dar es salaam plant than other plant like Arusha and Mwanza. The company was produced under low quantity, and quality, which were not fulfilling the demand within the country.

At that time it was very obviously to find the same product differ, like when you compare Safari beer from Arusha and Dar es Salaam or Mwanza was not in same taste or quality, due to the poor machinery and other negligence, but still people was continue to utilize the product since there were no substitute. The scarce of the product, lead to introduce highly corruption between employee and customers, especial businessperson.

The distribution process was very poor, since there sale the product in the street by company car with the salesman. There are was no proper distribution channel. (Money oriented, not money and service oriented) According to that situation where brought unstable price of the product which was selling in very high price. Moreover, product were utilisized by some people's status, especial those with good remuneration, and majority shift to the soft drinks like soda, juice, and other local drinks like *komoni, kimpumu, mnazi, Ulanzi, Gongo, Chibuku, Mbege and spirits.*

1.4.1 Research Questions.

Is; How TBL perform better through Distribution Process.

However the investigating questions of the study will be;

A} What is the channel level before privatization?

B} Which ways of the Distribution enhance TBL to achieve?

C} How privatization contribute in Company improvement?

D} Is computer system reinvigorate the performance of TBL?

E} What we can do to increase more achievement by using other means of distribution apart from the existing one

1.5 Research Objectives.

Generally the research objective is;

1} To study the relevance of distribution Process achievement in the organization, by assessing the relationship between management and customers.

2} To identify other means of Distribution apart from the common one

3} To know the reliable departments which collaborate in distribution process

1.5.1 Statement of the Problem

At the early 1994 the company was privatized to South African Brewing company known as Indor, after the introduction of the privatization process in Tanzania where take place at has been 1980's until today. The privatization and Globalization has been attribute part by free movement of trade, which has created imported beer to be more demanded than the ones produced by TBL. Other substitute product like soda, juice and traditional alcoholic drinks is sold cheaper; those customers who have low income demand this product more. The study therefore aims to find how effective brands can satisfy all customers whether of low or high income.

The study will evaluate the distribution performance of TBL brands under competitive business environment with the view of examining effectiveness and efficient of the sales by looking old brands and new, in order to increase distribution to Win-Win as a negotiation process between customers and company, increasing of production and its quality, while implementation of the proper way of distribution channels.

1.5.2 Specific Research Objectives.

Given the above background to the problem and research questions, the specifics objectives of the research are:

A} To investigate the performance level of distribution from the company to the customers.

B} To compare the performance before privatization and after privatization.

C} To suggest ways of improving customer service in both channel of distribution.

D} To analyze the factors causing poor distribution to the customers.

Here the Company looked to the channel of distribution, and may research show that, before privatization there were very poor distribution channel whereby no proper arrangement to customer for delivering since the company hasn't have enough truck, have poor product quality, bureaucracy, corruptions and other problems because of the scarce resources winch face the company and unstable business policy, especial in the drinks, whereby businessman and customer was the determinant of the product price.

Now TBL used door to door delivering, where resulted to the better performance of delivering, which lead to the good profits. The current assessment show that, the system of credit facilities to the customers also contributes the sales volume regardless of the distribution channel where provided. The current (General) situation in marketing shows that the company has his marketing logistics in warehouse, Transportation, Order processing and Inventory.

Warehouse

Company has a big warehouse for storing the product from Production department. And the inventory done by positioning the product according to the brands categories and issuing process donned through FIFO methods, by concentrating in the product lifetime.

Transportation

Currently, company has three types of transportation, which, using Company trucks, Hired truck and private truck. Before company has the trucks, but was not in good condition and there were few while there were not within the customer capacity like current was they are in different caring capacity.

Order processing

Order processing donned by Operation department through Telesales Clark, which make the call daily to the customers for receiving orders and other relevance information concerning both Two (Customers and Company) The orders are normally captured by the Telesale and is capturing after payment done and other confirmation, like credit limit and transport availability.

Exporting

Company also makes an export for their product into various countries to different customers. The process it is just the same like others customers, except payment is

donned by foreign currency and terms of delivering it is different since it is the customer's responsibility in transportation, unless the beer goes either Kenya or Uganda Breweries. The exporter has to fulfill those conditions of the exporting so as to meet the requirement of the exporting process. TBL product supplied in some country in Asia, Europe. America but it is the business man who sent the product there but not company.

Order processing also can affect the distribution process and other problems within the department, like;

1. Delaying delivery to the customers.
2. Lack of vehicles, when others has mechanical problems
3. Fleet size
4. Accessibility of credit facilities.
5. Primary cost, Secondary cost and distributing cost like cost of truck hiring, (drivers payment safari allowance)

According to the system, Operation department hire the truck from Transport/Garage and pay them for using that product to Garage.

1.6 Relevance of the Research.

Empirical studies will be on different areas people were not well satisfied by the Product (Hard Drinks) On realizing that the justification of this study can be delivered from main objectives, which is to identify appropriate distribution channel and adaptation strategy of the customer behavior.

Its importance is evident from the fast treand of the country in adopting morden technology in business and privatisation approach. It call for finding more better approaches to manage these distribution channel through rapidy of grobalisation. Therefore more relevance of the reseach are;

A} Identifying specific factors, which hinder the company perfomance

B} It can provide TMT Top management Team evaluation when and how on which way to use the srtategies of distribution.

C} It can build to further improve an understanding of how and what circumstances distributions adaptation influence perfomance.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This section briefly will review the literature on the subject of Distribution strategies. The literature will narrate and show how these strategies have been influencing the business processes. Customer initiated adaptations start by the organization implementing the successful channel of distribution during the implementation of computer systems and privatization process. TBL improved in the business from 1994 after privatization and get a big profit after big changes in management and in production, by installation of the new machinery (computerized) which make a good quality of the product while effective and efficient work conditions.

By definition I can say that, *Distribution is the system whereby companies take to deliver their product to the customers at the right time, right place and as per customer requirement (order)*

Definition taken by Griffith and Ryans (1995) said that *Distribution channel evolved through utilization of nature resources contained within an area of trade. Thus the term 'Natural Channel' trough the utilization of the natural recourses available within each market an efficient distribution channel was formed.*

2.2 An Overview

Investments in organization-level, communications, distribution and the use of 4P's often take the form of a company to supplier all most the country. Manifestations of these perceptions within the distribution may be considered as the determination of the number of characters needed to capture part numbers, or complex as in the ways in which pricing can be calculated for products and services. Despite the efforts of the company, gaps still exist between the requirements of firms' business processes and the functionality provided to the customers.

An overview, here is the matter of logistics applications frequently used as a term to describe the movement of goods and services between suppliers and end-users. In its plural form 'logistics' has becoming synonymous with distribution as per Dr an Canadine from the Institute of logistics, pointed out *"You don't outsource logistics. You must outsource distribution or even sourcing but logistics is strategies thinking and of the*

whole way the Companies operates. If you outsource it you have lost the company thinking" While William O. Bearden, Thomas N. Ingram and Raymond W. LaForg from the book Marketing & Perspective 3rd Edition says that; *"In progressive companies, logistics management has moved far beyond shipping and receiving to become a differentiating factors in marketing strategy. Logistics is instrumental in meeting such challenges as increasing responsiveness to customers, maintaining marketing positioning, Stemming price erosion, and maintaining competitive in domestic and International Markets"*

2.2.1 Customer-Initiated and Adaptation Strategy

Organizations that are confronted with process-technology and distribution gaps may choose to address those using strategies that consider both business process and technology changes. In contrast to the study of business process change, there is less research that addresses the efficacy of firms' attempts to close process-technology gaps and distribution through technology adaptation, so we have to look for those to know its benefit or profit. Where process change is warranted, researchers have advocated a balanced approach. Firms are expected to benefit more than mutual adaptation strategy in which the implementing firm both alters business process and modify means of distribution in order to reduce gaps.

Customers looked to the speed employed in the transit of goods is an important consideration, but is cost relatives to the total value-added of the item in question. Un controllable elements with regard to distribution are the political and legal systems of the foreign market, and country economics conditions, degree of competition prevailing in the given market, level of distribution technology available or accessible, the topography related to the infrastructure. ie; the geographical relief of the country's market (ie, whether mountainous of flat, well endowed with good highways, main rail routes and navigable rivers) and social and cultural norms of the various target market. International Marketing book, 3rd Edition from chartered Institute of marketing by Stanley J. Paliwoda and Michael J. Thomas said that; *"Distribution efficiency is an integral part of the marketing programmer and should always be considered in relation to product positioning strategy, price and communications."* In contrast to the literature, other companies tend to discourage customers-initiated adaptation of their system of servicing

and products. In some circumstances, they may even withdraw technical support for the product if it is altered significantly. TBL resistance to customers initiated adaptation arises for several reasons;

a. Deviation from the best practices embedded in the distribution may impede implementation success of distribution channel in the company. A manufacturer believes that; as developers of the distribution channel and communication systems have the perspectives on how it should be implemented.

b. The complexity of the ways of distribution and communication systems makes customer initiated adaptation strategies difficult. In the face of this complexity, customers may generate unintended negatives consequences when purchase the product.

c. Customer initiated adaptations create impediments to future business trend; changes made by implementing organizations to the styles may create conflicts that delay or prevent the process of distributions.

2.3 Distribution Channel and Information Technology Performance Satisfaction

User's satisfaction with distribution channel and information technology is linked with improvement of operational and economic performance and implementation of work life and information technology utilization. Perception of people in the company, distribution channel, communications and information technology satisfaction are generally accepted and used together as complements to more objective analysis of the company.

At this juncture it is necessary to consider the question of distribution channel selection as a part of marketing strategy. Broadly speaking, we can distinguish three main sections of channels utilization in technology performance satisfaction and distribution channel itself where namely;

1. Selling and operate outside the market
2. Selling into the market
3. Operating within the market

According to the points above A.G.Walker with the book International Trade Procedures and Management 4th Edition explain those points as; (1) Outside the market *"These used by an exporter in the company's own country of specialized export merchants, buying houses or confirming houses. In practice therefore, a manufacture could sell it's products overseas but be based, domestically."* (2) Selling into the market *"At this stage the alternatives multiply into the choices of agents, distributors or setting up the exporters own company in the overseas and domestic markets"* (3) Operating within the market *"Depend upon the types of product there will be the question of the channel of the of the selling within the country itself in the possible employment of a Wholesalers, Retailers chain (particularly for customers products) and the use of stockiest and authorized dealers"*

The emphasis of TBL to encourage their customers in satisfying those, aims is to delight by making product availability to the buyer, and distribution system generally focus on where the ultimate transaction take place. In considering getting and retain a separate functions, the possibility exists for arranging distribution along these two lines. That functions where originated by Adrian Payne, Martin Christopher, Moira Clark and Helen Peck from the book of Relationship Marketing for Competitive Advantage (Winning and Keeping Customers) which says; First function/methods is *"Calls for separate distribution channels for the getting and keeping functions. Once channels are designed to entrance, welcome, and complete purchase by new customers"* Second methods is *"Serves the needs of repeat customers. No particular channel or retail types lends itself to this distribution, instead it depend on how the distribution strategy is formulated"*

2.4 Conceptual Framework

This part investigates the conceptual framework models for studying the research problem. It involves an identification of research variables (Independent and dependent variables) It will also involve making relationships between variables in the research problem. The research is mainly concerned with distributions systems. That can perform useful work on general Application of distributions and software computers systems may be customized to suit majority customer.

However, trend towards company created problems by customer servicing makers due to insistence of standardizing of business process. The problems that have been caused are;

1) High Cost.

2) Lack of Integration.

3) Buy and Customize Approach

Research shows that;

INDEPENDENT VARIABLE	DEPENDENT VARIABLE
(Distribution Process)	**(Achievements)**
[i]When company are distribute	**[i]** The development skills and Competence leading to performance
[ii]Which ways they use	**[ii]** Enable newly customer to engage
	[iii]Lead to high employee commitment, they motivated, they have high morale, which all result in quality products and services hence increased productivity and effective distributions

The dependent variable is the achievements and the independent is the distribution process. In independent variable, distribution concerning with all the ways of delivering the products and the messages to the internal customers. This may start with meeting,

workshops, committees, internal communications, vehicles and the like, but may end up as far more concerned with the internal process of the organization. Michael J. Baker as editor of the book The Marketing Book 4th Edition mentioned that; *"The practices involve giving the internal customers a significant role in such decisions: staff promotion and development choice, staff appraisal, right from setting the standards to measuring the performance, Operating staff reward systems both financial and non financial. Organization design strategies, and internal communication programmed. This suggest that, the most potential distribution channel for internal marketing may also be more to do with process and culture than simply holdings meetings or sending out written communications"* The dependent variable (achievement) also see that the company perform well and get profit after maintaining a good ways of communication from customers to the to the company, while the good arrangement in operations with the company with other department. Improving of the product quality and increasing of productions and pushing up of sales from sales representative make a good results of the distribution process. Promotion, customer promises from marketing department contribute much to increased the sales of goods. Like this statement where started that *"Other companies promise the customers delivery within a specific number of hours. If it fails, the customer receives a full refund, this like Federal Express in US"* the statement where brought out by Frank G. and Bingham JR from Bryant college with the book known as Business Marketing Management.

Several different biological models are used to describe distributions. They can also describe Information Technology adaptation. Many of them are adaptive for specific kinds of situation and have provided valuable insight to a given circumstance. And according to the Niger Piercy of Market – Led Strategic Change Transforming the Process of going to Market 2nd Edition analyses the model of assumption by saying *"Perhaps the 'cinderella' of marketing for too long was the channel and logistics systems that actual get our products and services into the hands of the paying customers. And problems are many instance the control of distribution is located with the operation area or specialist distribution management, not with marketing. So, customer probably does not care too much how we organize it, the customer is typically unreasonable and selfish enough to think that the following is really what distribution is about:*

1. *Is the product or service available in the outlets I want to use when I want to buy it?*
2. *How long do I have to wait to get delivery of the product and how sure am I that it will get here on time?*
3. *Can I get product after sales service quickly and reliably and do I believe the promise made about the purchases?*

In other words, the distribution system, however sophisticated is about simple service to the customer and that is why it matters to marketing" The rate of maximize is all about re-evaluate your distribution channel to ensure your customers are receiving superior service like;

A} Re-assess your customer's requirements along your distribution chain.

B} Re-think which types of intermediaries are possible including direct sales

C} Analyses your cost and establish the following;

i. Is it possible to satisfy all your customers' requirement?
ii. What types of supplier support will be required to do this?
iii. What will the costs be for supporting each alternative channel
iv. Specify your constraints and outline your objectives and look at your channel system with these in mind-ensure you link long term.
v. Compare your ideal system, the one operated by your customers to the feasible one specified by your constraints and objectives
vi. Evaluate the gaps between the existing and feasible system and consider the impact on your customers and the business
vii. Review all your assumptions and talk to other experts

Individual based models {IBM} of models are based on the fact that populations consist of individuals that differ in characteristics and abilities. The aims is to help the individual customers to save money from their selling so as to able tomorrow to buy again. And helping the customer to save does not mean you must cut your price, but you can look at ways in which the customer could cut the cost of acquiring a product possessing and or using product or service. It is Rosemary Phipps and Simmons with the

book of Marketing Customers Interface 2002-2003 which cite *"Money does not mean cutting the price"* and illustrates his term in **Table 4.1**

Knowledge Management (KM) is handling, directing, governing, or controlling knowledge processes within an organization in order to achieve the goals and objectives set by the organization. Enterprise Knowledge Management Model (EKMM) has the same general form as an Enterprise Model (EM) but is enables an agent to explain, anticipate and predict events and interaction patterns either in the enterprise's knowledge processes, especial in distribution process.

Leadership in Organizations Current Issues and Key Trends book edited by John Storey analyses the issue of EKMM that *"It is easy enough to dismiss the dilemma... ... ... by saying that there is a need for people who can be both. But just as a managerial couture differ from the entrepreneurial/ Enterprises culture that develops when leaders appear in organizations. Managers and Leaders are very different kind's people. They differ into motivation, personal history and how they think and act in distribution process/channel for the customer's satisfaction and company enhancement."*

2.5 Statement of Hypotheses

From hypotheses, we can be stated and proved in the affirmative way, by looking the relationship between customers and performance in organization, distribution process to customers and its ratio of distribution. This can be differentiated as follows;

A} There is significant relationship between customers and the effective performance of an organization, which means level of customers satisfaction determine effectiveness of company performance.

B} When company experience poor management, result less commitment, demotivation, less quality product, and poor customer service etc. But when has manage well, full commitment and high productivity, and customer satisfaction in distribution.

C} Enough promotion efforts is predicted to lead to high service to customer, and company performance

D} High revenue of service delivery will lead to good customer service in distribution process.

As per above points is to be applicable for the application of the classic Network which explained that, Physical distribution is the most obvious network in marketing. It constitutes a classic network. Distribution network are numerous sometimes they are efficient and fast following the shortest path to marketing. Sometimes they are slow, inefficient and replete wit detours and broken chains. However the net work of distribution channels distributes not only goods, but also services, People and information often in combination.

The distribution system for consumer retailing in service network. It core mission is to make goods conveniently available. This is supported by service other than the actual goods distribution such as location and packing facilities. Everst Gummesson with the book Total Relationship Marketing (Rethinking Marketing Management) from 49's to 30Rs say that," *Hypothesis marketing is logistics and JIT influence, quality, productivity and profitability. They establish a regular and close relationship between supplier and customers*"

2.6 Related Research Studies

We look the company recovering of the literature review of the distributions process and computer systems initiation and adaptations in distribution. . It will cover areas like customer-initiation and adaptation strategy, vendor- initiation and adaptation strategy, conceptual studies as well as research hypotheses. The chapter also dealt with the empirical studies done in this area of enterprise resource planning in particular distributions.

This can cover the distribution of goods and say is perfect a service which may see confusing, but service as the focal point for distribution are on hold in the literature. In reality services are the core of a greater part of today's distribution systems. The understanding on how warehouses can simplify physical distribution, Consider **Figure 4:2** here a manufacturing operation which has three types' factories is supplying/distributing six customers and 18 routes. In the arrangement, revealed is each factory supplies/distribute to each customer. This means that each customer will need to communicate direct with each of the three factories.

Now consider the arrangement, depict in **Figure 4:3** Two Regional into 12 routes, warehouses have been imposed between the factories and the customers. The three factories now distribute their products to the two regional warehouses from which their local customers are supplied. Significantly each factory now has only to deal directly with two sources for its products. Instead of the previous six. Similarly each customer now only has to deal with one supplier (its local warehouse) instead of six. *"The Introduction of warehouse stage in multiechelon physical distribution system which simplify routes and communications"* cited by Nigel Slack, Stuart Chambers and Robert Johnston by the book Operation Management 4th Edition

William O. Bearden et al, In his Book Marketing Perspectives. Also emphases that *"To achieve in distribution you need to utilize well those factions of marketing channels which is marketing communications, marketing feed back, inventory management, Financial risk and physical distribution"* Physical distribution (PD) say that *"All transporting storing, and product handling activities of a business and a whole channel system should be coordinated as one system that seeks to minimize the cost of distribution for a given customer service level. Lower costs and better service help to increase customer volume. It may be hard to see this as a startling"* where said by William D. Perreault, Jr Ph.D and E. Jerome McCarthy with Essential of Marketing(A global- Managerial Approach) And the research relationship studies show that, apart from those good programs in product delivering, customer handling and treating from the well systematical, effective management the big issue to the customer is to ensure JIT deliveries. A number of companies, primary in the automotive and electronics industry have made Just-In-Time production a major thrust.

JIT, is a manufacturing method in which goods are produced and made available by prior operations just in time to be further fabricated, assembled, or sold. Each operation produce only what is necessary to satisfy the demand of the succeeding operation. Although substantial cost saving may be made from internal implementation alone, complete use of just-in-time require that every manufacturer in the value-added chain produce just-in-time. William Stallings Ph.D and Richard Van Sluke Ph.D from the University of Polytechnic Brooklyn with book of Business Data Communications says that; *"JIT is the process also need spending up communications, Operations sections,*

Distributions, Introduce a tell cell which make a daily communication with customers and daily round table meeting with the concerning department for the brief of the work"

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with methodology for undertaking the study, which indicates the plan for carrying out the research objective. The chapter consists of research design, surveyed population, sampling design and procedures, variables and measurement procedures, models specification and analysis methods, nature of data and data collection procedures, assumptions and sampling procedures.

3.1.1 Scope of the study

The research studies will be carried out in Tanzania Breweries Limited Arusha Plant. Mainly, will focus on the staffs and customers. Distribution process, and customer handling. Will be able to provide quantitative details on customer figures, marketing programs, and administrative controls while customer will provide the basis on how effective Tanzania Breweries Limited efforts, by concentrating in understanding ways of distribution which enhance TBL achievement.

The ways /process of distribution which make TBL achievement were starting from the collaboration of four department within the company, these is Production, Transport/Garage, Finance and Operation where the distribution section is under. Arusha Plant, they segment and target their market through various ways, which is Hotels, Bars, Supermarkets, and other intermediaries, ultimately to the final consumers. It depict in **Figure 4:4** as segment market and **Figure 4:5** target markets in list of Figures.

Production Department

Production Department produces the brands by concentrating in those production procedures, like quality product, labeling brands, Packaging etc. After the production, normally sent the product to Operation Department where they kept in Warehouse. Warehouse positioning the product into brands by absorbed product lifetime. And using FIFO methods of delivering.

Transport/Garage Department

This Department has 26 Vehicles in different capacity and has a big link also with Operations Department; because it is this department whereby provide vehicles to Operation for delivering to the customers. Therefore it is the Operation department where inform the Transporter about his vehicle requirement by giving them daily sales plan,

which show the customers quantity beer purchasing (**see in Table 4:2**) The plan will assist the Transport to know how many truck and in which capacity will be issued to the Operations since there is four types of customers where categories them for simplifying and effectiveness of distribution, these are;

A. **Depots** where delivering a vast amount of cases of beer starting with the capacity of 1800 cases and above.

B. **Distributors** where starting to the capacity of 1200 cases of beer and above.

C. **Minwholesalers** where starting with the capacity of 360 cases of beer and above.

D. **Bulk buyers** where also starting with the capacity of 150 cases of beer and above.

The vehicles have the same caring capacity as shown above as a staring capacity for the customer's purchases. It is the Transport task to make sure that all truck is in good conditions. TBL has his own Garage which those cars are maintained from there. Not only that, also has to monitor running cost as per budget were given, monitoring the drivers, follow up accident matters and other truck & Transport/garage necessaries.

Department have only Two permanent staff as a TBL employees (Transporter Administrator and Tyres attendant) others are for dealers which work within the company.

TBL Arusha allocates the contractors/dealers to work in the Transport into Two types which is In-door and Out-door dealers. Where by In-door deals with minor service like Tyre and tube maintenance and Out-door deals with pups and major services. The companies which deal with minor services are Tren Tyre Company and Falcon Company as In-door. Arusha Art Company specialized in Actros vehicle, Public Body Bulder and Kishari Workshop specialized in body repairs while Bosch Company as pup specialist these dealers deal with major services, they known as Out-door dealers. **Figure 4:6** shows the Organization Chart of Transport department.

However, Transporter Administrator has daily meeting with Operation manager, Sales manager and Distribution controller for notifying the orders and vehicles condition, so as to know the arrangement of the truck according to the customers orders where

received by the distribution controller. The Department also faces some problems from different areas which affect the delivering (distribution process) these are;

1. Delaying of offloading the EP'S (Empties crates) will make delaying of the maintenance if the car has mechanical problems.
2. The Yard capacity is small, so it is difficult to handle those cars once there are around. Automatically make delay of other task eg; maintenance. You have to wait until others moves in order to get a space, this increase the distribution problems in delivering to customers.
3. Driver's person problems were not reported immediately, so bring difficult in making the replacement.
4. Vehicles Problems. Other drivers has not report vehicle problems instantly, continue to work with it and bring big problems.
5. The contractors/dealers are money oriented not service/work oriented, they can delay to uphold the car since they have many work from other companies or peoples.
6. Lab our cost of dealers covered by TBL which is improper and is very expensive to the company
7. No punctuality information and specific time of working. Operation department might request truck even Sunday, where Transport not informed before.

Finance and Accounting Department

These departments collaborate with Operation department and determine the attainment of the distribution especial in customer's orders. TBL has introduced the system of credit facilities to their customer under certain conditions in his purchasing by concentrating in customers buying capacity. Finance department appointed the person to deal with customer credit known as Credit Controller, and CC situated at Operation Department in the office of order processing to avoid inconvenience to customer. Customers where normally provided loan for the EP'S not hard cash and was required to return back after six month.

The department has his credit policy, which is the Regional Sales Manager is responsible for issuing an induction package to new customers. Some of the inductions packages provide to customers are;

a. An explanation of the procedures or steps to be followed in opening an account and setting of credit through to receipt of their firs delivery.
b. An explanation of legal formalities that must be observed in business relationship with them.
c. A full set how to complete those rules
d. A brief description of the service provided/offered by the sales department
e. Method of delivering /call and collect
f. Frequency and timing of road deliveries
g. Order lead times
h. Responsible of sales representatives
i. Calling frequency and
j. Hours of business.

Customers risk assessment; The responsibility for assessing the credit worthiness of a customers lies with the credit manager who shall make the recommendations to the executive director, finance whose assessment shall be binding on certain procedures;

a Experience: In the liquor industry, in other industries

b History: In the liquor industry, in other industries

c Business structure, discounts paid for the outlet, owners fund including (guideline 25%) loan repayment arrangements, condition of sale, management arrangement, personnel arrangements, bond or surety burden, balance sheet, financing projections, directors securities, premises and rental agreements.

d Opinion: Opinion of the banks, of the business community trade references

e Owners Age: Personal impression, experience etc

f Trading Condition: Does the retailer offer credit? What is his markup? What investment does he have in spirits?

Apart of those, the department has several problems since operated with the customers who have less education (illiteracy) many problems occur, even sometimes customer fail to payback the credit, because of the high risk which make not influencing the educated

people to be involved in the this business. Consequently, TBL introduce /open account known as Fund Building up Account. This for the customer's assistant at the problems time and those customers has to contribute by deducted some percentages from his daily purchase per cases. TBL has nothing to contribute in this account.

Operation Department (Distributions)

This department is the topic of the research whereby the essence is to know and understand the distribution processes which make the company to achieve well. Distribution and warehouse is the section which is under Operation department. TBL has categories the distribution process according to the customer's categorization which is Distributors, Minwholesalers and Bulk buyers. Beer was distributed to Depots in Tanga Region, Dodoma Region, Singida Region and Manyara Region.

The distributors are only at Moshi Region and Singida whereby Minwholesalers are in Arusha and also in Arusha Region.

Delivering process done by different truck according to types of customer, and it is not necessary to use only the company truck also they can hire the private truck in which will be the cost of Operation department not Transport. Nevertheless, Operation department has three ways of distributing their product which are;

A) Delivering by company truck

B) Delivering by Hired Vehicles(Transporters)

C) Delivering by Customers trucks

The Hired truck these were accepted by the company and were paid some percentages for delivering by the company through Operation budget. And Customer truck this normally Customers come and collect their order by using his truck and were not paid anything by TBL as a reimbursement.

The process of distribution where starting by appointment of the some employee to be as a Telesales. The Telesales has the task of making daily call to the customers for getting their orders; encourage them to purchase and in providing them any information concerning to the business, and getting complain from customers.

The Telesale get the daily target form from the Sales Department whereby implemented from there. The sales target scheduled daily, monthly and yearly. The task of convincing the customers were not donned by the Telesale alone is donned with the collaborations of

the sales representatives which normally spend most of their time in field, so sometime it is the first person to know then needs, wants and problems of customers and deal directly with them.

Before order processing the Telesale who also is the one who captured the order has to communicate with Credit Controller to know if the customer has not exceeded his credit limit, but those Two are in the same office. If the customer is not around, the Telesale initiate to call for the confirmation of his account. While there is no need to customer coming there, since even the money where paid directly to the Bank and TBL communicate directly to the Bank through extranet systems.

Distribution Controller

Distribution controller has the task of scheduling the truck and controlling the drivers, but those task where also donned by the collaboration with Operation Manager and Empties Section where is in the Operation department. Volume of the work will determine decision of hiring or not another truck by distribution Controller, and it's the duties and responsibilities of DC and OP to make a survey to the customers to know and solve some of the problems and to hear their advice concerning delivering, and they visit customers after every six month.

The department where introduce some of the condition for the delivering, and this were usually fulfilled by the customer before starting the business. These are like;

a. The customers must have enough space which will suit his capacity of purchases according to where are you in. Eg; Distributors, Minwholesalers or Bulk buyers.
b. Must have Yard (Yard layout) for flexible offloading and loading
c. Good Warehouse with full and required facilities Eg; Fire extinguishes, Big Door, Floor, Roof and Cages.
d. Must have the casual labors from 3 people for work assistance
e. Must have the trolley/wheel barrows and if possible a forklift for the work facilitation.
f. Customer must declare time of delivering
g. Customers must meet his starting capacity of buying either, 1200, 360 or 150 cases for Distributors, Minwholesalers and Bulk Buyers respectively.

3.2 Research Design

This research type will descriptive in nature which employs both quantitative and qualitative analysis of findings generated. The preference of trading off between qualitative and quantitative is due to the advantages the approach has. The preference of trading off is because the two analytical approaches are complementary and thus overcome weakness of the other. It also facilitates the achievement of profound user understanding

3.2.1 Survey Population.

The survey population of this research study was firms that use population sample size as follows;

Table 4:6

NUMBER OF PEOPLE FOR SURVEYING

	GROUP	POPULATION	SAMPLE SIZE
1	Operation Manager	1	4
2	Distribution Controller	1	3
3	Credit Controller	1	2
4	Transporter Administrator	1	2
5	Customers	100	50
	TOTAL	**104**	**61**

1. Both Group members above to be interviewed will be at Arusha Plant, with the exception of customers whereby will be interviewed from the company area of concentration of their customers.

2. Tanzania Breweries Limited has got many Customers. Due to financial and time constraints random population of 100 will be chosen.

3.2.2 Sampling Design.

The researcher intended to get an introduction letter from the coordinator of research, in order to introduce him as students attempting to carry out an academic research. The research will also seek permission from the concerned authority of the organization to access information. To ensure prompt response and uniformity the researcher will

personally administer the Questionnaires and interviews. A sample selection was based on convenience as most of organizations are not willing to attend questionnaires.

3.3 Data Collection Instruments.

However, random sampling will be used to draw some respondents. With the selected sample the selection of respondents were on the knowledge and expert on Information, the researcher will use;

A} Conducting of Survey

B} Method of Interview

C} Use of Questionnaire and

D} By Observation

3.3.1 Method or Technique used.

i] Normal Approximation to the Binomial Distribution

ii] Testing the different of Two Means (Pooled estimators from two samples)

iii] Probability Distributions Random observations

3.3.2 Variables and Measurement Procedures.

This section describes identification of variables, defines the independent and dependent variables, and identifies sources of both secondary and primary data. While will tabulate the responses to give valid and accurate analysis and conclusion.

3.4 Methods of Data collection

Data will be collected from one company out of three that were given questionnaires. Questionnaire will be distributed by hand to the respondents and carry out face to face interview with them using the interview guides. Observation will be conducted on the employee's behavior during their duties over the research period. This will focus on the on attitude to customers and relationship with colleagues and superior. Tabulation and graph as well as percentages wise were present the data collected. This was done in order to given a clear picture of the described situation.

3.5 Models Specification and Analysis

Data analysis will be by descriptive statistics, which will include table of satisfaction statistics mean, mode, and median, standard deviation, normal distribution, random distribution, as well as testing hypothesis, pie charts and percentages. A multiple regression analysis is run for each attributes and initiation adaptation distribution. Each of the attributes is specified as independent variables and measured against the dependent variable: overall satisfaction.

Testing of hypotheses, measurement of random distribution, sampling and approximation binomial distribution was based on variables described as follows; Information performance will be measured using satisfaction. Satisfaction involves:

(1) (X) As specified by its probability density function which is written n f(x) where $f(x) \geq 0$ throughout the range of value for which X is valid.

(2) (p.d.f.) as a Probability density function

(3) (r.v) as a Random Variable

(4) (p) as a Probability

(5) E(x) is often denoted by μ and referred to as the mean x

(6) (σ^2) is the Variance

(7) (n) is number

(8) (Var) is Variance

(9) (s.d) is standard deviation

(10) Z is the normal variable with mean 0. So, $Z \sim N(0,1)$

Liker scale of 10 point is applied on each underlying item, and the overall satisfaction or mean of the above 10 attributes is a composite measure;

The first hypothesis is to look and estimate the unbiased in distribution from the customers.

The second hypothesis is on the customer-initiation and adaptation usage provides better fit to business distribution processing performance.

The third hypothesis is on random variables and random sampling from industry-specific distribution adaptation result into high satisfaction.

The fourth hypothesis is in random observations in distribution

Section to his area of trade (Customers)

Hypothesis Two Models

Ho; Implementers of industry specific distribution experience are not higher levels of information technology performance than of standard.

Hi; Implementers of industry specific experience/e higher levels of distributions and computer technology performance than of standard.

The model used as follows.

In Normal Approximation to the Binomial Distribution is here below.

If $x \sim Bin(n, p)$

Then $\mu = E(x) = np$

$\sigma^2 = Var(x) = npq$

Where $q = 1 - p$

Now, for large n and p close to 0.5

$X \sim N(np, npq)$ approximately

$$B(x; n,p) = \binom{n}{x} p^x q^{n-x}$$

If $X \sim Bn(n,p)$ and $Y \sim Bin(n_2, p)$ and if X and Y are independent, then;

$X + Y \sim Bin(n_1 + n_2 + n_3 .., p)$

<u>Testing the difference of Two Means</u>

The populations are normal and the variances σ_1^2 and σ_2^2 are unknown, but $\sigma_1^2 = \sigma_2^2$

where $\sigma = \overline{X}$

$$T = \frac{\overline{x_1} - \overline{x_2}^2}{Sp\sqrt{\frac{1}{n_1} + \frac{1}{n_2}}} \qquad \text{Where: } S_P = \sqrt{\frac{(n_1 - 1)S_1^2 + (n_2 - 1)S_2^2}{n_1 + n_2 - 2}}$$

And in the group of customers (population) the test statistics T has a t – distribution with;

$f = n_1 + n_2 - 2$ degrees of freedom will be computed by

Hint:

	SAMPLE VALUE			
	Size	Mean	Variance	Proportion
Sample I	n_1	$\overline{X}_1$	S_1^2	P_{s_1}
Sample II	n_2	$\overline{X}_2$	S_2^2	P_{s_2}

In Probability Distributions Random Observations is;

The estimation of the size of sample needed it been used as below.

If your note given other hint like distributio random observations is here below;

$$N \approx \pi\ (1 - \pi) \left(\frac{Z}{E}\right)^2 \leq \tfrac{1}{4} \left(\frac{Z}{E}\right)^2$$

Whereby; n is sample size

π is the population percentage

Z is the appropriate critical value of the standard normal distribution

E the maximum sampling error written as aproportion

(notas percentage)

S^2 is the variance of the sample

EXAMPLE QUESTIONS FOR TESTING

Question One

TBL has a Total number of Customers; need to distribute the product to them without concentrating much in one side of the customer, either in Distributors alone, Min wholesalers or Bulk buyers alone. Given to the question find the population mean, population variance by estimating unbiased and the test statistic 'T'

The sample, size 40 and 50 respectively, are taken from a population with unknown mean μ and unknown variance σ^2. Using the data from the two samples, obtain unbiased estimates of $\sigma^2 = \mu$ and $\mu = \overline{X}$.

Given Samples

Sample I

x_1	18	19	20	21	22
f	3	7	15	10	5

Sample II

x_2	18	19	20	21	22	23
f	10	21	8	6	3	2

See solution in **Appendix A.**

Question Two

It is known that, in a group of mixed customers 35% are Minwholesalers. Use the normal approximation to the binomial distribution to find the probability that in a sample of 400 customers, there are;

A} Less than 120 Minwholesalers

B} Between 120 and 150 Minwholesalers (inclusive)

C} More than 160 Minwholesalers

See the solution at **Appendix B.**

Question Three

At TBL Arusha, beers are served/distributed either to Distributors or Depot (Di), (De) respectively. The quantity given for distributors (Di) is a normal variable with mean 9000

cases and standard deviation 300 cases and the quantity given for Depot (De) is normal variable with mean 4300 cases and standard deviation 200 cases. What is the probability that operation department through distribution section, who has two deport at Tanga and Arusha itself is given more than Moshi Depot who has a Distribution?

Hint: Let Depot (De) be the r.v 'the quantity given in cases in a Depot (De)' Then De ~ N (4300, 40)

Let Distribution (Di) be the r.v 'the quantity given in cases in a Distribution' Then Di ~ N (9000, 90)

Find the solution at **Appendix C.**

Question Four

By using the random numbers where is the cases delivering to the Bulk buyer and Minwholesalers 723 850 cases respectively, take a random sample of size two from the continuous distribution whose p.d.f. is f(x) where;

$$F(x) = \frac{3}{8} x^2 \ (0 \leq x \leq 2)$$

Find the solution in **Appendix D.**

CHAPTER FOUR
RESEARCH FINDINGS

4.1 Introduction

The findings of the information gathered from the survey will analyzed in this chapter. Models used for analysis are T-test, weighted satisfaction index, Sign test, Gap analysis and regression analysis. Furthermore tables and graphs were used to present the same.

4.2 An Overview

This chapter presents the findings and analysis of the study conducted to identity which distribution among customer-initiation and Company-initiated strategies gives better satisfaction on users and hence improves business performance, and which channel of distribution were used at the particular time. The findings are presented in relation to the objectives of the study. The general objective is to look into commonly used adaptation strategies i.e. customer-initiation and company-initiation and which one can be used for better performance of organization business processes.

However, on the hand the analysis of the findings is based on the research /hypotheses identified herein before, which are, Distribution channel performance increases as the organization chooses customer-initiation adaptation strategy, and implementers of industry specific strategies experience higher levels of information distribution performance than other things.

4.3 Research Findings

Despite the fact that, the company has well established in at least those department. But in Operation department where Distribution section was, has facing some problems, like truck mechanical problems where caused shortage and ultimately delivering delaying occur. The coordination between Operation and Transport/Garage were not proper, so as may bring hard time to Transport to re schedule his vehicles early. A part of other finding, also the research incur some expenses to accomplish the work which depict at **Table 4.7**

Credit Facilities

Credit limit and policy to the customers, sometimes reduce sales volume, for that matter affects the distribution process and founded other times vehicles being idle for long.

Yard capacity

According to the big operation due to the customer increment, find the Yard to be small to keep many trucks at a time especial when there are many orders. It is difficult to load the product in those car at that time, so you have to wait one of another in order to get enough space for operating(loading) The situation affect very much in distribution process and cause the customers not to get their product at right time.

Operation Department

As per may finding, I discover that, the department has big budget due to the responsibilities which faces. It has very high running cost since they have to pay drivers allowance and hired trucks. Not only that, the system show that Operation Department has also need to pay some cost to the Transport department for utilizing the car, so it show that it's like hiring the vehicles from Garage. Those I think make the department operating in a huge budget.

At meantime seems that, company operate under monopolistic style since they is no strong competition from others, maybe this also reinvigorate company profits, resulted from distribution process. But incase of high competition the company should look another alternative in distribution, either to change some of his strategies which will make solved the problems mentioned above. In a high competition that problems finding above will gave competitors to work according and dominate the distribution market.

4.3.1 TBL Best Strategies in Distribution

The strategies purpose of the company in distribution is 'defending current competitive through aggressive and sustainable market leadership and volume growth in order to retain the existing customers and encourage the new by providing them a good services. Delivering at aright place, right time and as per customers requesting. This is show that TBL manage to maintain its market leadership based on the above strategy purpose. While the main strategies of TBL where is;

1] 100% availability and presence of all brands at warehouse

2] 80% availability of truck for distribution

3] 100% coordination Operation department and other related department

4] 100% coordination between customers and TBL staffs

5] Competitive and affordable retail pricing of all TBL brands.

These have been achieved by putting emphasis in quality and good cooperation among the staffs and the customers.

4.3.2 Other Company Strategies and Benefits

The year under review was undoubtedly a most memorable year, with TBL results exceeding their expectations. The clear beer and spirits business performed well, whilst the traditional beer business felt the impact of increasing competition from home brewers. Group volumes rose by 7.5% to over 2.3million hectoliters, which translated into trading of all most TShs 70billion on, a 22% improvement over last year 2004. Performance can be attributing not only to the improvement in disposable income arising from better expected cash crops, but also was in increasing distribution network and growing the market.

4.4 Benefits and Contribution to Government

TBL made a significant contribution to government coffers by paying 57% of their cash value added by way of corporation excise and value added taxes alone. What is very gratifying is that all 2300 shareholders were continued to reap the benefit not only through capital appreciation of the share price, but also by way of a strong dividend stream. Whilst about half a percent of TBL's profit was invested in community based projects, primarily in the area of health and education.

The brewery in Arusha was also nominated the best brewery in SABMiller Africa; along with this achievement all three of TBL breweries awarded 3 stars National Operational Safety and Healthy (NOSA) grading, indicating their commitment to ensuring a safe and health work environment for all their staff.

4.4.1 Evaluate and Control

The Operation Manager, Distribution Controller, Area Sales Manager must periodically evaluate operations performance, distribution performance, and sales peoples performance respectively. Evaluation essential involve a comparison of the department above with customers in sales forces goals and objective with the actually distribution achievement

in the field. This has been one of the improvement parts of operation/distribution department and his management.

TBL have been evaluating and controlling its sales by making sure that, sales and distribution process were maximized. According Annual report ended 31March 2005 show that, the group cash value added were increased compared to the year 2004 and also income statement show increasing in same percentages comparing to the year 2004. These were illustrated in **Appendix E** and **Appendix F**

4.4.2 The Survival under Stiff Competition

TBL is considering as a major player in brewing industry in Tanzania. However the competition for a share of the Malt beer market had intensified from 1999 to early 2002 where the Kibo Breweries Limited was in operation. After the acquisition of Kibo Breweries Limited competition was reduced and the value of the company was enhanced, before acquisition TBL entered into an agreement to produce under license the brands of EABL.

This deal become positive as contributed to the increase in turnover of 40% in the year 2005 and increase in brand portfolio. Despite of the imported beer by the competitors, the company remained the market leader of beer in Tanzania since the competition of beer is not fierce, then the demand for products produced by the company continue to be highly demanded in the country and leads to significantly improvement of the company.

Actually this make the company to achieve and influence the distribution process to be seen well performed regardless of other problems within the department (distribution) **Figure 4:7** for Chart and **Appendix G** for schedule, show the distribution schedule dated 8February 2006 and monthly target within North East Region depict in **Table 4:3 and Figure 4:8**

4.4.3 Interpretation of Findings

Trade Liberalization has brought stiff competition in the market environment involved producers, distributors and business organization. However TBL performed well on distribution because of the innovation new truck daily to daily that make sales increase through his distribution. Nevertheless, Globalization making business to be more difficult therefore this situation force business organization to operate their business according to the

prevailing business environment, meaning that, to be most adoptive, and flexible to cope with daily changes.

Competition on the market environment force different business oriented to adopt the modern and technique ways of distribution. Therefore Transport and Operation/distribution people must be dynamic and not static to cope the changes into their department environment by loading looking in logistics, (Warehousing, Product handling, Inventory control, order processing and Transportation (delivering)

It has been found out that TBL does not have any short training for three or six month's special program for training its Transport and Operation people. Neglecting to train operation and Transport people's means decreasing the distribution performance and while sales volume hence lowering sales performance.

4.4.4 Distribution Management in Interactive Marketing

Interactive marketing describe the employee's skill in handling customer's contract. In marketing and operation the quality is equally with the service delivery. The customer judges' service quality by its technical and functions quality. In Operation/Distribution the customers handling is important as the customer behaviours where always desire, good service, need polite handling, courtesy, honest, good manners and smart in dress people to give service and using public relations promotion in order to make her/his mind what is going on that product/company.

Notwithstanding the above required qualities, the researcher observed that, most employee do not possess some of the above qualities. This statement is deduced from 50 members who had the following opinions. See **Table 4:4**

The following were reasons given as to why employee customer handling is unsatisfactory. **Table 4:5** shows the illustration.

4.5 Problems Facing Operations Department (Distributions)

Despite the fact that TBL attained remarkable results during the period of 2004/2005 it also accounted problems especially at distribution section. These are here below;

1] Truck breakdown due to accident and other cause.

2] Highly Truck hiring cost

3] Delaying of Truck maintenance, due to spare parts availabilities to the market.

4] Systems of order processing interact with credit policy. Eg; exceeding customers credit limit.

5] Lack of Vehicles at the company pick period (Fleet Size) Where resulted to double purchasing, like; Eg November and December

6] Telesales/order taken has no knowledge of targets. Product availability and pricing

7] No communication with customers on expected delivery time

8] Delivering delaying

9] Production schedule. Stock out, of the certain brand which demanded at a particular time

10] Inefficient communication between Operation department and other related department. Eg; Transport, Sales, Finance etc

Those are the problems accounted which affect distribution process either to perform ll or not

.1 Steps in Solving the Problems

The major steps, is to go through the problems by tackleling in effecting the whole tem of distribution. On may opinion it is better to privatize the department to the .lers/contractors, specialist of distribution, since the department use a lot of money for his ly activities which make to use a huge budget.

CHAPTER FIVE

CONCLUSSION AND RECOMMENDATIONS

1 Introduction

The chapter will proposes some conclusions based on the analysis developed in the ıdings and analyzed information about distribution. It also presents limitations encountered the study and proposes for further study on the subject.

2 An Overview

The companies resource planning is becoming an important tool in area of business. ıe importance is derived from the fact that its usage provides best fit to organization as well customers in adaptation strategy business. In this study, we have investigated the influence distribution channel initiation strategy to user satisfaction, which in turn result into provement of business performance.

; Conclusion

Based on the finding and analysis a number of conclusions will be drawn from the dy. One notable conclusion based on hypothesis one is that the uses of customer-initiated ıistribution will maintain the initial process capability. However, it does not provide much isfaction when changes of technology arise. This has been evident by result of regression ılysis where coefficients that provided satisfaction are those within initial technology fit attributes of ease to use, effectiveness and speed. However, for better satisfaction it has to ıble to align with both business needs and technological changes.

Still referring to hypothesis one there is evidence that among the company initiation tegy the customer initiated distribution will be provided better satisfaction than others and d them high expectations. Hypothesis two, should show the evidence from both analysis wing that Industry specific tend to provide higher satisfaction compared to standard.

Company has a very good opportunity for expanding its market to distance areas ıgh distribution as compared to their competitors. This has to go hand to hand door to r with delivering and mass promotion, effort to improve on terms of increased quality, onable cost and convenience customer care. In this study I conclude that, Operation,

ransport, Finance and Sale departments is ineffective to counter with the competitive usiness environment. Therefore I would like to conclude on the following;

- The drivers were only delivering by experience. Means that, they did not well understand all about distribution and logistics.
- Operation staffs are infertile. Means that there are not flexible to change distribution process when overloaded of the work.
- With the interview with the customers TBL was still the best company among the other companies in Tanzania and Worldwide in distribution.
- Staffs are motivated in different ways like, free medical service, canteen, and other fridge benefit as per Labour organization rules.
- Company has a chance of doing better for the future coming provided that it improves her service and be creative.
- No business punctuality. Means that there is a lot of complain from customers due to the delaying delivering.

Recommendations

Operation manager and Distribution Controller required undergoing the incessant in or out job training in distribution work, effectively and efficiently since they are not eer in distribution in order to tackle the daily distribution changes, to avoid doing by erience; which will bring difficulties at high competition. TBL need to change the system operating distribution department since it is very cost full. The reality will be shown at the e of high competition.

Based on the findings and conclusions the recommendations put forward: As now e are many organization use both channel of distributions and computer systems in rmation Technology in Tanzania, it is recommended that the use of customized those two ve is ideally as it tracks all important attributes i.e. those concerned with initial process of iness, perceived adaptability and technical supportability. Contrary to the above mmendation, Company Manager and those making decisions should consider Industry cific and customers as an alternative.

Professionalism advised to ensure things are done in a efficient and effective way to satisfaction of customers. Research inside and outside the company must be conducted in

rder to know what the competitors do as well as compare planned customers service level to e actual. The customer's problems need to be solved in order to keep them not switched to her competitors.

5 Limitation of the study

Several limitations of this study should be kept in mind when interpreting results;

The study was cross-sectional with many company and systems involved, which ight be operating at different stages of implementations. However, this has not yet proved this research study. Therefore, the results could have been different if single strategies bin stribution and systems were used.

Second, due to the Linker scale measurements that measure ones opinion. This may ng different results if trend data were to be used capture from organization record.

It seems the study will suffers from lack of sufficient empirical studies on the same a in Tanzania and other part of the third world. More information is only Information chnology and gap in the available evidence will be reported in this study.

Time for conducting the research is very limited comparing to the reality of the work. ed enough time so as to produce perfect report.

Financial support should be also considered to the researchers since it is expensive to pare report.

At current time, Power HP contributes the report delaying because of rationing.

1 Suggestion for future research

- ✓ Based on the findings, recommendations and limitations of the study we propose future research on these areas should link the performance of the company used and achievements in terms of deliverables. Contrary to the above recommendation, company managers and those decision makers should consider industry specific and customers as an alternative.
- ✓ TBL must conduct the training to customers as well as staff about distribution by insisting of some areas, like order processing, credit policy, confirmation

of the orders (delivering time) and also Company need to change the whole system of distribution since the competitors are working through TBL distribution SWOT.

- ✓ TBL must ensure their customers through his expectation of delivering and suppliers' logistics systems in;

  A} Ease of inquiry and order entry

  B} Reliable, timely delivery information

  C} Accurate, undamaged, complete order fulfillment

  D} On-time delivery

  E} Error-free, especially with invoicing

  F} Responsive postsale support

  G} Claims handled with ease

- ✓ College/KIU should take initiative to make follow-up of the student to his areas of field attachment as per request. It shows that majority were not really go for practice. Which lead to unseemly and falsify of company information whereby it is unethical and illegal once noticed by the company.

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APPENDICES

ıe Appendices will focus on the vicinity which i meantioned below by Appendix from A to with different areas of interest.

1 Introduction

Mr. Nicholas Jeremiah is a student of BBA at Kampala International University at hool of Business and Management. He is doing research proposal in area of Marketing :source Planning, particularly Distribution Process. The research is about how company hieved from distribution apart from other means of achievement in business process rformance between customers and competitive companies.

Set up of questionnaire

e questionnaire will be setting according to nature, which will be founded in both npany and customers, likewise;

; You have to tick in the box for notification of your right answer. See at **Appendix H**

pendix A: Calculation for population/customers, mean/variance estimating unbiased distribution

ution to Question One

ıple I

mula: 1) $\overline{X}_1 = \frac{\sum fx}{\sum f}$

2) $S_1^2 = \frac{\sum fx^2}{\sum f} - \overline{X}_1^2$

B: Refer page 41 given samples (Sample 1 & Sample 11 in Tables)

x_1	f	fx	x^2	fx^2
18	3	54	324	972
19	7	133	361	2527
20	15	300	400	6000
21	10	210	441	4410
22	5	110	484	2420
otal	**40**	**807**		**16329**

$$\overline{X}_1 = \frac{\sum fx}{\sum f} = \frac{807}{40} = 20.175$$

$$S_1^2 = \frac{\sum fx^2}{\sum f} - \overline{X}_1^2 = \frac{16329}{40} - (20.175)^2$$

$$= 408.225 - 407.030625 = 1.194$$

erefore: $\overline{X}_1 = 20.175$

$S_1^2 = 1.194$

$n_1 = 40$

nple II

mula: 1) $\overline{X}_2 = \dfrac{\sum fx}{\sum f}$

2) $S_2^2 = \dfrac{\sum fx^2}{\sum f} - \overline{X}_2^2$

: Refer page 41 given samples (Sample 1 & Sample 11 in Tables)

	f	fx	x^2	fx^2
18	10	180	324	3240
19	21	399	361	7581
20	8	160	400	3200
21	6	126	441	2646
22	3	66	484	1452
23	2	46	529	1058
tal	**50**	**977**		**19177**

$$\overline{X}_2 = \frac{\sum fx}{\sum f} = \frac{977}{50} = 19.54$$

$$S_2^2 = \frac{\sum fx^2}{\sum f} - \overline{X}_2^2 = \frac{19177}{50} - (19.54)^2$$

$$= 383.54 - 381.8116 = 1.7284$$

ıerefore: $\overline{X}_2 = 19.54$

$S_2^2 = 1.7284$

$n_2 = 50$

:nce

$$= \frac{\overline{x_1} - \overline{x_2}^2}{Sp\sqrt{\frac{1}{n_1} + \frac{1}{n_2}}}$$

Where: $S_P = \sqrt{\frac{(n_1 - 1)S_1^2 + (n_2 - 1)S_2^2}{n_1 + n_2 - 2}}$

$$= \sqrt{\frac{(40-1)1.194 + (50-1)1.7284}{40 + 50 - 2}}$$

$$= \sqrt{\frac{46.566 + 84.6916}{88}}$$

$$= \sqrt{\frac{131.2576}{88}}$$

$$= \sqrt{1.49156363636}$$

$$= 1.22129588403$$

ıce

$$\frac{\overline{x_1} - \overline{x_2}^2}{Sp\sqrt{\frac{1}{n_1} + \frac{1}{n_2}}}$$

$$= \frac{20.175 - 19.54}{1.22129588403\sqrt{\frac{1}{40} + \frac{1}{50}}}$$

$$= \frac{0.635}{1.22129588403\sqrt{\frac{9}{200}}}$$

$$= \frac{0.635}{1.22129588403\sqrt{0.045}}$$

= 1.22129588403 x 0.212132033435

= 0.25907598043

= 0.26

erefore, the estimation unbiased distribution from the customers is 0.26

:an in sample I is 20.175
riance in sample I is 1.194 and
:an in sample II is 19.54
riance in sample II is 1.7284

pendix B: Calcution finding and test Probability binomial distribution toTBL Min wholesalers

ution to Question Two

X be the r.v the number of Minwholesalers
success be obtaining a Min wholesaler
:n X ~ Bin (n, p) where n = 400 customers and p = 0.35 Min wholesalers.
ce n is large, we use the normal approximation where:
· N (np, npq)
= 400 x 0.35 = 140
100 - 35= 65
= 140 x 0.65 = 91
:refore X ~ N (140, 91)

Less than 120 Minwholesalers

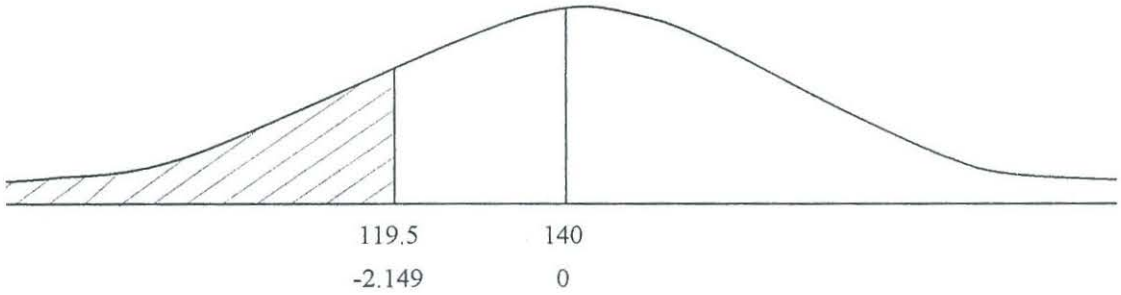
$\zeta < 120)$

$P(X < 119.5)$

$P(X < 119.5) = P\left(\frac{X-140}{\sqrt{91}} < \frac{119.5-140}{\sqrt{91}}\right)$ Where $\sqrt{91}$ is s.d

$= P(Z < -2.149)$

$P = 0.0158$ Where s.v is -2.149



ıe probability that there are less than 120 Min wholesalers is 0.0158

. Between 120 and 150 Min wholesalers (inclusive)

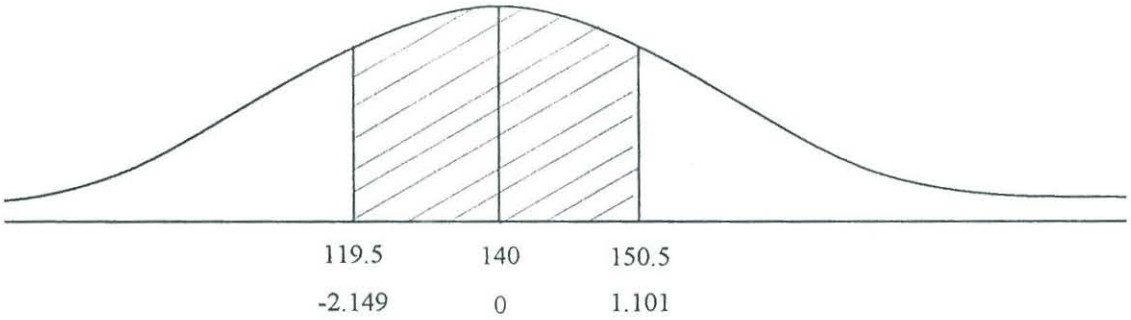
$120 \le X \le 150)$

$119.5 < X < 150.5)$

$119.5 < X < 150.5) = P\left(\frac{119.5-140}{\sqrt{91}} < \frac{X-140}{\sqrt{91}} < \frac{150.5-140}{\sqrt{91}}\right)$ Where $\sqrt{91}$ is s.d

$= P(-2.149 < Z < 1.011)$ Where s.v is -2.149

$P = 0.8487$



: probability that there are between 120 and 150 Min wholesalers is 0.8487

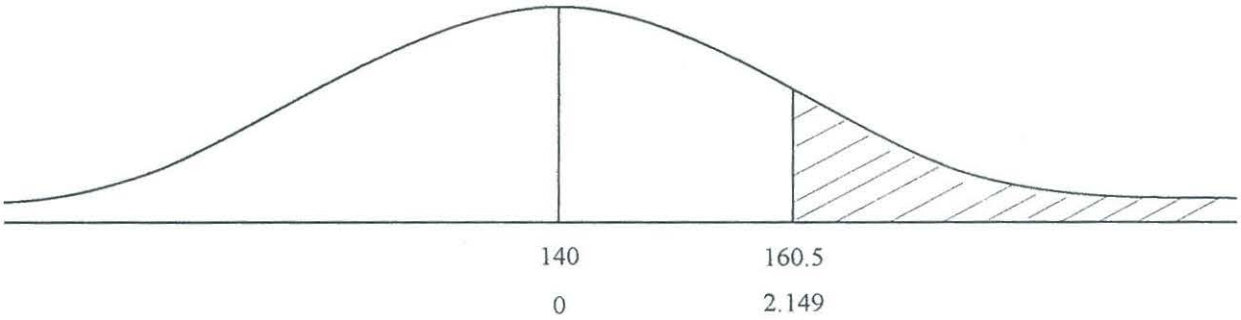
. More than 160 Minwholesalers

$X > 160)$

$P(X > 160.5)$

$$P(X > 160.5) = P\left(\frac{X-140}{\sqrt{91}} > \frac{160.5-140}{\sqrt{91}}\right)$$

$$= P(Z > 2.149)$$
$$P = 0.0158$$



e probability that there are more than 160 Min wholesalers is 0.0158

pendix C: Calculation of testing and finding random variable from TBL distribution to Distributors and Depot

ution to Question Three

Let Depot (De) be the r.v 'the quantity given in cases in a Depot (De)' Then De ~ N (4300, 40)

Let Distribution (Di) be the r.v 'the quantity given in cases in a Distribution' Then Di ~ N (9000, 90)

$$P(De_1 + De_2 > Di)$$

$$P(De_1 + De_2 - Di > 0)$$

n Let:

$$W = De_1 + De_2 - Di$$
$$E(W) = E(De_1) + E(De_2) - E(Di)$$
$$= 2E(De) - E(Di)$$
$$= 2(4300) - 9000$$
$$= 8600 - 9000$$

$= -400$

herefore Variance will be:

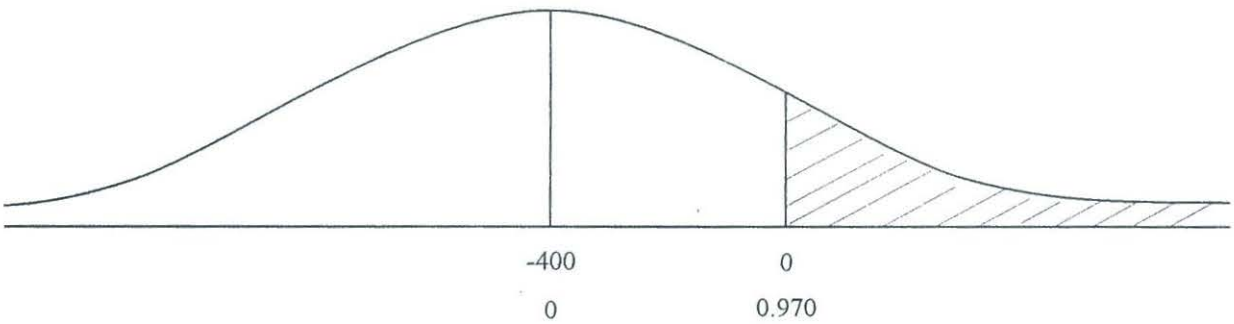
$$
\begin{aligned}
Var(W) &= Var(De_1) + Var(De_2) + Var(Di) \\
&= 2Var(De) + Var(Di) \\
&= 2(40) + 90 \\
&= 80+90 \\
&= 170
\end{aligned}
$$

), W ~ N (-400, 170)

ıerefore:

$$
\begin{aligned}
P(De_1 + De_2 - Di > 0) &= P(W > 0) \\
&= P\left(\frac{W-(-400)}{\sqrt{170}} < \frac{0-(-400)}{\sqrt{170}}\right) \\
&= P(Z > 0.970) \\
&= 0.166
\end{aligned}
$$

)TE: Assume there is no zero in those figures from the question above.

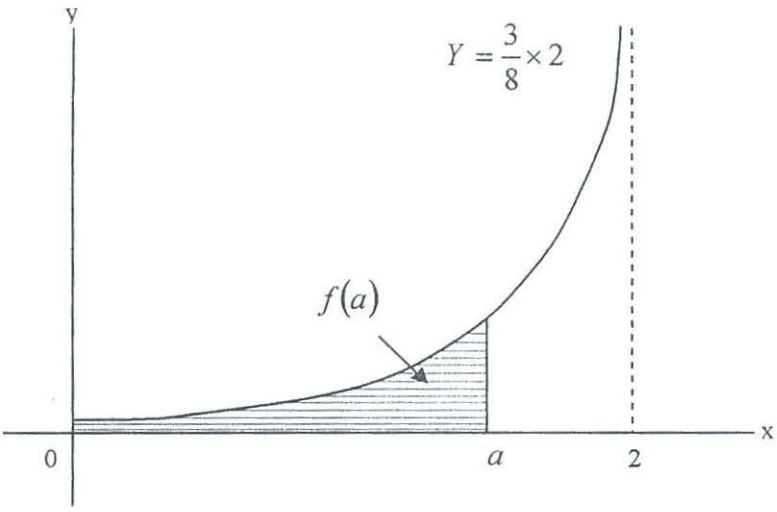


:refore the probability that Distribution section has more than Moshi Depot is 0.166

pendix D: Calcuataion of Min wholesalers and Bulk buyers in random observation

ıtion to Question Four

: cumulative distribution function is given by:



$$f(x) = \int_0^x \frac{3}{8} x^2 \, dx$$

$$= \frac{x^3}{8}$$

: use the given random numbers in the following way.
: can taken the first three random numbers

$f(x) = 0.723$

$$\frac{3^3}{8} = 0723$$

$$X = \sqrt[3]{8(0.723)} = 1.80 \quad \text{(2d.p)}$$

: taken the next Three random numbers

$f(x) = 0.850$

$$\frac{x^3}{8} = 0.850$$

$$X = \sqrt[3]{8(0.850)} = 1.89\ 9 \text{ (2d.p)}$$

:refore two random observations are x (Bulk buyers) = 1.80 cases and
Min wholesalers) = 1.89 cases per delivery.

ppendix E: Group cash value added Statement of Tanzania Breweries Limited for Year 2005 (Annual Repot)

GROUP CASH VALUE ADDED STATEMENT

	2005Yr Tshs M	*100%*	2004Yr Tshs M	100%
ash Generated				
ash derived from sales	*275701*		237520	
ther income	*514*		645	
ash value generated	*276215*		238165	
ash paid to supplier	*(83867)*		(87011)	
ash value added	*192348*	*100*	**151154**	**100**
ash utilized to				
emunerate employee	*(11876)*	*6*	(10651)	7
y direct taxes to Gvt	*(21206)*	*11*	(17863)	12
y excise duty VAT	*(88745)*	*46*	(80017)	53
ovide lenders/Borrowing	*(3032)*	*2*	(375)	-
ovide shareholders	*(57666)*	*30*	(41696)	28
sh disbursed-stakeholders	*(182525)*	*95*	**(150602)**	**100**
sh returned to fund replace assets and facilitate further owth	*9823*	*5*	**552**	-

ppendix F: Tanzania Breweries Limited Income statement for the Year 2005 (Annual Repot)

INCOME STATEMENT

		GROUP		COMPANY	
	Notes	*2005Yr Tshs M*	2004Yr Tshs M	*2005Yr Tshs M*	2004Yr Tshs M
evenue	2	*229644*	197982	*211985*	181547
oast of sales	3	*121498*	107117	*112867*	98906
ross profit		*108146*	90865	*99118*	82641
:lling and distribution costs		*21849*	18457	*21028*	17624
eneral and administrative costs		*14503*	13191	*12728*	11234
odwill amortization		*2150*	2169		
ading profit	4	*69644*	57048	*65362*	*53783*
her income	5	*570*	716	*3522*	2995
:t financing costs	6	*3032*	293	*2851*	285
ofit before taxation		*67182*	57471	*66033*	56493
xation	7	*21668*	18235	*19782*	16582
ofit before minority interest		*45514*	39236	*46251*	39911
nority interest	19	*1451*	1351		
t profit		*44063*	**37885**	*46251*	**39911**
ning per ordinary share	9	*149.4*	128.5		
idend per ordinary share	8	*190.0*	125.0		

pendix G: Distribution Schedule of Tanzania Breweries Limited North East Region

DISTRIBUTION SCHEDULE NORTH EAST REGION (NER)

NGA REGIONAL-DEPOT

k Buyers	720	Cases
wholesalers	1635	Cases

SHI REGIONAL-DEPOT

ributors	2730	Cases
wholesalers	3070	Cases

GIDA REGIONAL

ributor	2346	Cases

IANYARA REGIONAL

linwholesalers	1200	Cases

RUSHA REGIONAL- PLANT

linwholesalers	9530	Cases
ulk buyers	3620	Cases

ppendix H: Sample of Questionnaire

KAMPALA INTERNATIONAL UNIVERSITY

FACULTY OF BUSINESS AND MANAGEMENT

DEPARTMENT OF POST GRADUATES RESEARCH PROPOSAL

)PIC: Distribution Process and Achievement of Tanzania Breweries Limited

QUESTIONNAIRE

3; You have to tick in the box for notification of your right answer.

A] Is your business meet the required standard of service from the company?

s ☐

☐

] If no, what measures have you been taken

.....

.....

A] Are you satisfied for the service you received?

; ☐

☐

If yes why, and in which ways?

.....

.....

A] Did you receive your Order at the right time?

☐

☐

If Yes or No. Which measures are taken accordingly?

.....

.....

[A] How often are you using your private vehicle for delivering?

egularly ☐

ccasionally ☐

arely ☐

3] Comments about your is your position in 4A above?

.....

.....

As a company, which ways are you using to train your staff particularly to Operation epartment in distribution section? For a better service to the customers? State if it is aining, which type of Training.

| On Job Training ☐

] Off Job Training ☐

i] Combination of the above ☐

.....

.....

stomer Name	Title	Signature
.....	.....	.....

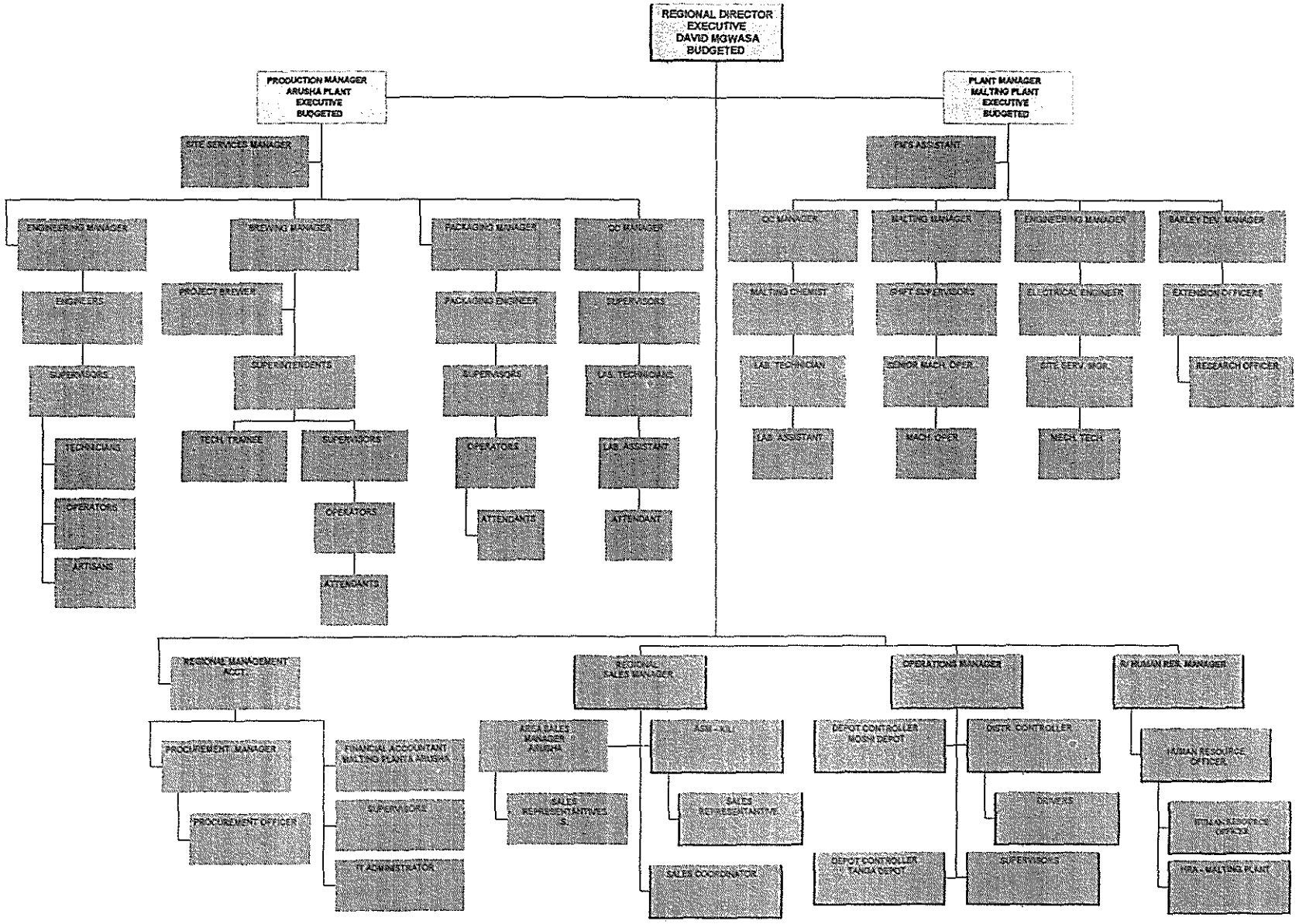
erviewer Name	Title	Signature
.....	.....	.....

Date of interview.....

LIST OF FIGURES

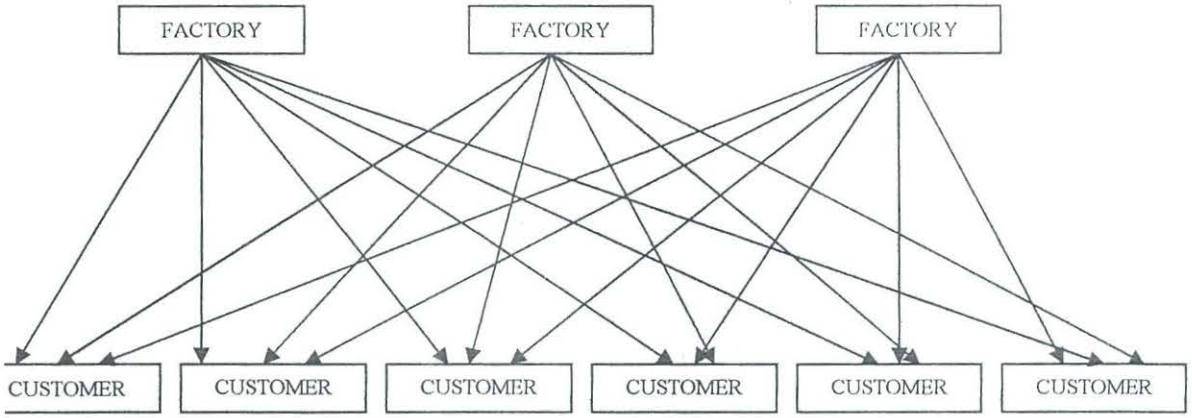
list of Figures and list of Tables will be provided at the end of my work if any. (In ertations)

NORTH EAST REGION ORGANOGRAM FOR F06/ F07 .



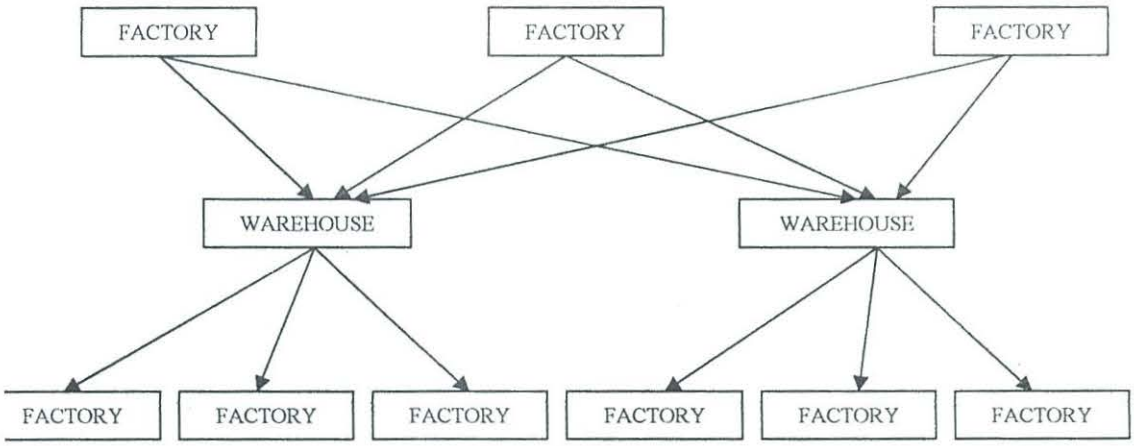
igure 4.2 Physical distributions under 18 routes

PHYSICAL DISTRIBUTION SIX CONTACTS UNDER 18 ROUTES



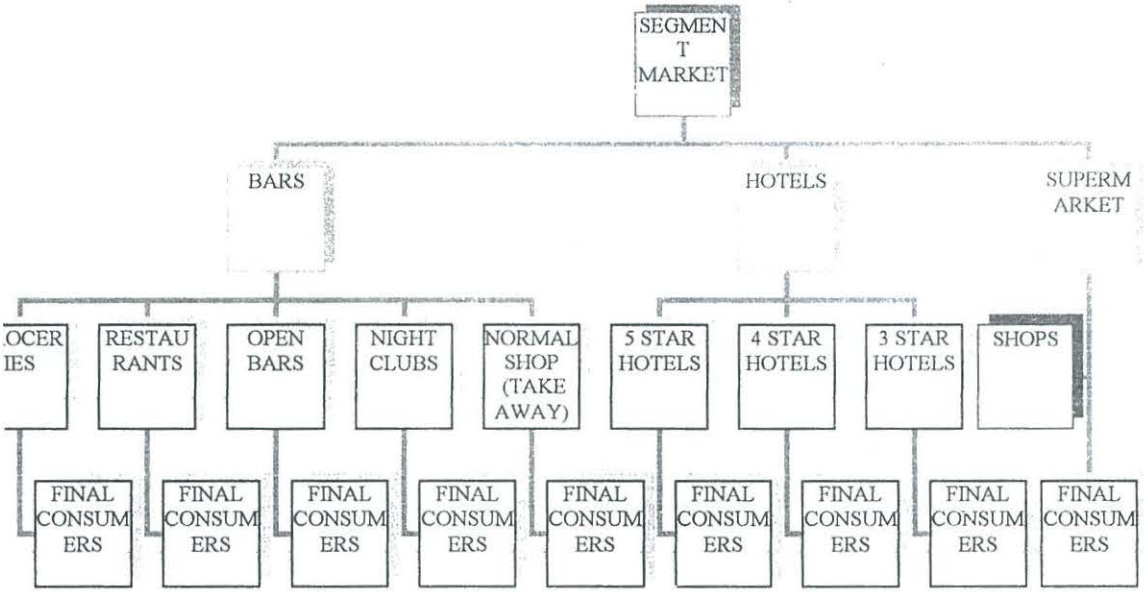
gure 4.3 Physical distributions under 12 routes

PHYSICAL DISTRIBUTION THREE CONTACTS UNDER 12 ROUTES



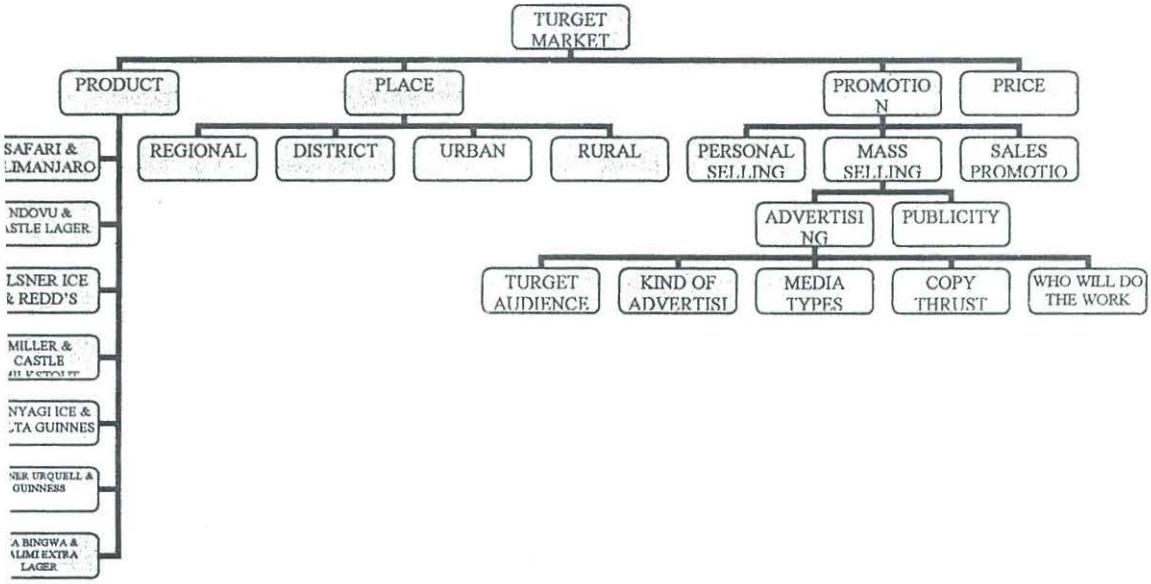
igure 4.4 Segment Market Organization Chart

TANZANIA BREWERIES LIMITED SEGMENT MARKET ORGANOGRAM
NORTH EAST REGIONAL



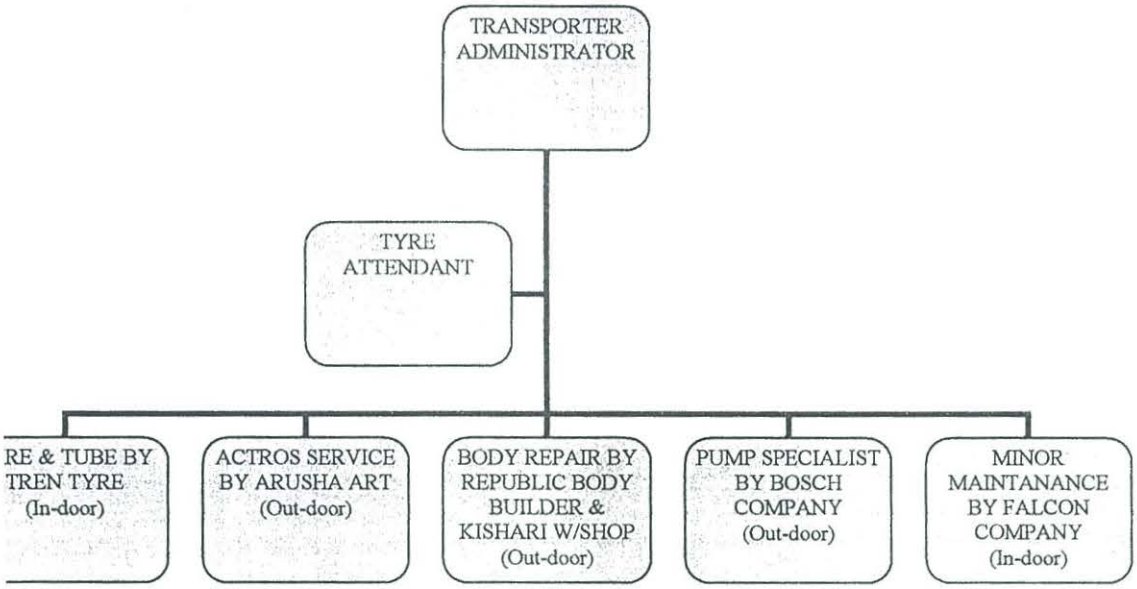
igure 4.5 Target Market Organization Chart

TANZANIA BREWERIES TARGETING MARKET ORGANOGRAM
NORTH EAST REGION

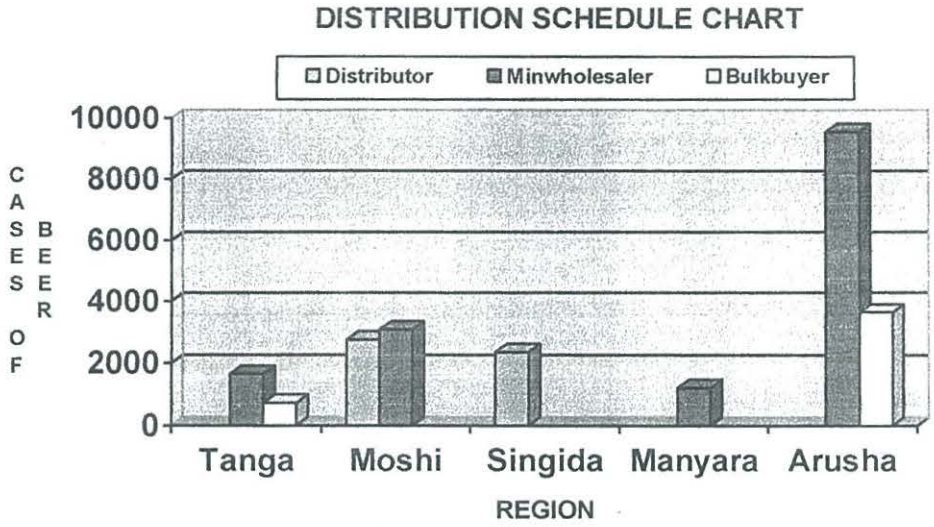


gure 4.6 Transport/Garage Organization Chart

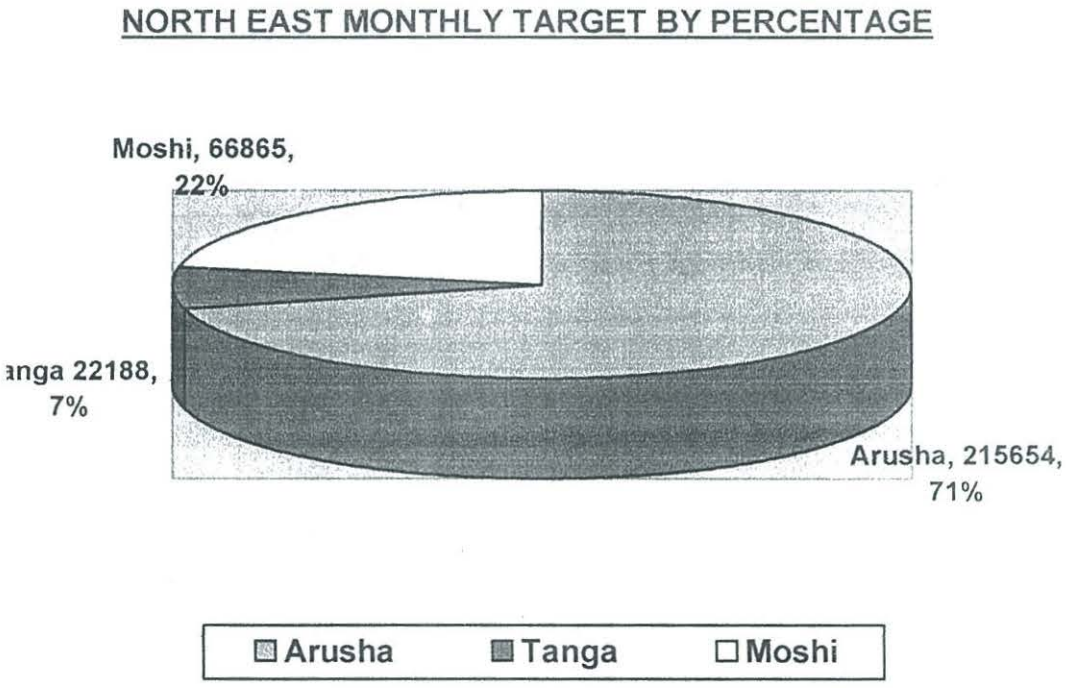
TRANSPORT / GARAGE ORGANISATION CHART



igure 4.7 Distribution Schedule Chart North East Region



gure 4.8 Monthly target transfer to Depot Chart



LIST OF TABLES

able 4.1 Route to reduce total cost for customers

REDUCTION OF COST

ROUTES TO REDUCE TOTAL COSTS FOR CUSTOMERS

CUSTOMER COST AREA	COST/RISK	OPPORTUNITY ROR A SUPPLY/COMPANY TO HELP THE CUSTOMER MAKE SAVING
:quisition	-Cost of Goods -Buying Cost	-Reduce Customer wastage, Increase product longevity. -Minimize Paperwork and buying Administration Cost.
ssession	-Storage/Obsolescence -Interest -Handling	-Cut Cost Inventory -Offer Favorable Interest Charges -Easy to Store and Handle
age	-Direct -Indirect Production Cost	-Simplest, Quickest, Cheapest to use. -Minimal Training, Backup, Administration
	TOTAL	LOWEST TOTAL COST FOR CUSTMERS

ble 4.2 Tanzania Breweries Limited North East Region Daily Sales Plan

DAILY SALES PLAN – TBL NORTH EAST REGIONAL

USHA YEAR 2006

AREA	CUSTOMER NAME	ESTIMATES QUANTITY	SALES REPRESENTANTIVE
ENGE	E.M. TARIMO	2000	KIDENYA
INA	EDES KIMARO	2000	KITIO
RERANI	DENIS KIMARIO	1000	VEGULLA
NDENI	ADOLF LYAKUNDI	1200	J. MALLYA
IGERU	PROTAS SWAI	360	KIDENYA
ETO	DANIEL KIMARO	360	YUHAI
IENGO	PROSPER MAKURU	700	CYPRIAN
OOM	BALTAZARY QYAMO	360	YUHAI
VN	PIUS TARIMO	400	KITIO
IYA JUU	KARIM MDEME	360	VEGULA
ATU	ARNEST SHIRIMA	840	CYPRIAN
MBO	SETWAY	1200	FORTUNATUS

	INVESTMENT		
MO	E. SHAYO	1160	FORTUNATUS
ANG'OLA	SAMWEL BAHA	350	CYPRIAN
MANJIRO	THADEUS MOSHI	360	YUHAI
GARENARO	BERNARD OISSO	200	PETRO
		0	
	TOTAL	**12,850**	

NGA

AREA	CUSTOMER NAME	ESTIMATES QUANTITY	SALES REPRESENTANTIVE
WN	TANGA GROCERY	360	J. MALLYA
NGANI	C. MARANGU	360	J. MALLYA
	TOTAL	**720**	

OSHI

AREA	CUSTOMER NAME	ESTIMATES QUANTITY	SALES REPRESENTANTIVE
WN	MACHALE INVESTMENT	720	VEGULA
RANGA	NILIWIKE	100	VEGULA
RAL	ROUTE SALES	900	DRIVERS
UYUNI	YUSTI KIMARIO	200	VEGULA
SUA	EVOD MINJA	150	A. MTEE
WN	MARYDORIN KIMARO	200	A.MTETE
ORILONI	ZAMBEZI ENTERPRISES	200	A. MTETE
RANGA	KASTO DISMAS	400	VEGULA
CHAME	AMANI IDD	200	VEGULA
	TOTAL	**3070**	

ble 4.3 Monthly target transfer to Depot Table

MONTHLY TARGET/TRANSFER TO DEPORT

EAS	TOTAL QUANTINTY	PRODUCT TYPES
sha	215654	Cases of Beer
ga	22188	Cases of Beer
shi	66865	Cases of Beer
TAL	**304707**	

able 4.4 Member option for Employee Customer handling

MEMBERS OPINION FOR EMPLOYEE CUSTOMER HANDLING

OPINION	NUMBER OF THE MEMBERS	PERCENTAGES
xcellent	4	8%
od	13	26%
ir	11	22%
id	20	40%
orse	2	4%
OTAL	50	100

ible 4.5 Reason affecting Employee Customer handling

REASONS AFFECTING EMPLOYEES CUSTOMER HANDLING UNSATISFACTORY

REASON	NUMBER OF MEMBERS	PERCENTAGES
d Language	4	13.33%
voritism	11	36.67%
lays	5	16.67%
ck of Truck	3	10%
eating/Dishonesty	7	23.33%
OTAL	30	100

ble 4.7 Cost incured during reprt preparations

TOTAL COST FOR REPORT PREPARATIONS

ITEM	AMOUNT (Tshs)
commodation. 62Days@15,000/=	930,000/=
llection of Questionnaires	100,000/=
tionary and Equipment: 8Diskettes @ /=.One Reams of ruled papers @ 00Tshs. One Ream of plain paperA4 00/=.Ten ballpen@ 500/=	22,000/=
ansport allowances for 70days @ 00/=	105,000/=
ding 5copies @5000/=	25,000/=
B-TOTAL	**1,182,000/=**
ntingency Costs	52,500/=
AND- TOTAL	**1,234,500/=**

BBREBVIATION AND ACRONYM

BL	Tanzania Breweries Limited
KMM	Enterprise Knowledge Management Modules
3M	Individual Based Models
M	Knowledge Management
SM	Dar-es - Salaam
ABL	East African Breweries Limited
)	Null Hypothesis
1	Alternative Hypothesis
OSA	National Operational Safety and health
RUSHA	Region in Tanzania
3	Estimated Budget
FB's	Alcoholic fruit beverage
AB	South African Breweries
DL	Tanzania Distilleries Limited
DC	National Development Corporation
ER	North East Region
RC	Democratic Republic of Congo
SA	United State of America
BL	Uganda Breweries Limited
SE	Dar es Salaam Stock Exchange
BIA	South African Breweries International
FO	First In First out Methods
1	Enterprise Model
'	Just – In – Time
's	Empties Crates
:	Credit Controller
M	Operation Manager
D	Managing Director

CURRICULUM VITAE

ERSONAL BACKGROUND.

ame : Nicholas U. Jeremiah.

ge : 38

ender : Male,

ivil Status : Single,

ddress : P.O.BOX 20000,Kampala, Uganda.

ate of Birth : 17 /11 / 1967

elephone : +256712 – 551610 in Uganda +255 744 001 704 in Tanzania

DUCATIONAL BACKGROUND.

llege : Achieved a certificate in DBA (Diploma in Business Administration – Marketing Option) In College of Business Education. Dodoma,Tanzania. From 1990 – 1992

: Achieved a certificate in CDP (Computer Data Processing) In College of Bisiness Education. Dodoma, Tanzania. From 1991 - 1992

condary : Achieved an O – level certificate in Highland Secondary School in Iringa, Tanzania. From 1984 - 1987

ementary: Achieved an elementary certificate in Kawe Primary School in Dar – es – Salaaam , Tanzania. From 1977- 1983.

search Experience: Done in my DBA Course.