

**LOGISTICS MANAGEMENT AND SERVICE DELIVERY IN ORGANISATIONS
A CASE STUDY OF ROOFINGS UGANDA
LIMITED**

BY

SAJJABI ROBERT

BSP/ 38346/123 /DU

**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND
MANAGEMENT IN PARTIAL FULLFILMENT OF THE REQUIREMENTS
FOR THE AWARD OF BACHELOR'S DEGREE IN SUPPLIES AND
PROCUREMENT MANAGEMENT OF
KAMPALA INTERNATIONAL
UNIVERSITY**

JUNE, 2015

DECLARATION

This is to certify that this work is my independent investigation and in circumstances where it's under obligation to the work of other people, due acknowledgement has been made.

RESEARCHER

Signed..... SATTI July

Date..... 13th / 06 / 2015

APPROVAL

I certify that this research has been done under my supervision and submitted to the college of Economics and management with my approval.

Sign:  Date : 13/08/2015

Mrs. Kyotuhairé Lyn
(Academic supervisor)

DEDICATION

I dedicate this work to my father Bamutala Andrew and my mother Sana Femia that without you my education and success would have been impossible.

ACKNOWLEDGEMENT

I wish to acknowledge the valuable contribution of all those persons who assisted me in the completion of this research.

This list is too long to be individually appreciated for the support each one accorded me .However, I cannot totally refrain from mentioning a few individuals without whose support and input, this research would never have been accomplished.

I would like to send my gratitude to my supervisor, Mrs. Kyotuhair Lyn for her parental guidelines in this research and academically transforming me

I cannot forget my Uncle Zzikusoka Francis and brothers Kisakye Franco and Kato Edward for her perseverance and support during my struggle for education.

I remember my course mates among others that the friendship and support they showed me was beyond that of a true friend but a brother.

TABLE OF CONTENTS

DECLARATION.....	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Back ground to the study	1
1.2 Statement of the problem	3
1.3 Purpose of the study.....	4
1.4 Objectives of the study.....	4
1.5 Research Question	4
1.6 Scope of the study.....	4
1.6.1 Subject scope	4
1.6.2 Time scope.....	4
1.6.3 Geographical scope.....	4
1.7 Significance of the study.....	5
1.8 Operational definition of key terms	5
1.9 Conceptual framework.....	7
CHAPTER TWO.....	8
LITERATURE REVIEW	8
2.0 Introduction.....	8
2.1 Role of logistics management on service delivery	8
2.2 Challenges encountered in logistics management in organizations.....	11
2.3. Mechanisms can be implemented in improving logistics for service delivery in organisation.....	13
CHAPTER THREE.....	15
METHODOLOGY	15
3.0 Introduction.....	15
3.1 Research design	15

3.2 Study Population.....	15
3.2.1 Sample Size	15
3.2.2 Sampling Procedure.....	16
3.3 Data Collection Instruments	16
3.3.1 Questionnaire.....	17
3.3.2 Interviews.....	17
3.4 Sources of data.....	17
3.4.1 Primary data	17
3.4.2 Secondary Data.....	17
3.5 Quality control (validity and reliability of Data)	17
3.5.1 Validity of the study	17
3.5.2 Reliability of the study	18
3.6 Data Analysis	18
3.7 Ethical procedure	18
3.8 Limitations	18
CHAPTER FOUR.....	19
PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS	19
4.0 Introduction.....	19
4.1 Profile of Respondents.....	19
4.1 Gender Categories of Respondents.....	19
4.2 Showing age categorization of respondents.....	20
4.3 Academic Qualification of Respondents	20
4.4 Employment status of respondents	21
4.5 The role of logistics management on service delivery in organisations	21
4.5.1 Whether logistics management affect service delivery in Roofing's Uganda limited.....	21
4.5.2 Role of logistics management in service delivery	22
4.6 Challenges encountered in logistic management in Roofing's Uganda limited	25
4.6.1 Challenges encountered in logistics management at Roofing's Uganda limited.....	26
4.7 Mechanisms for effective logistics management at.....	29
CHAPTER FIVE	31
FINDINGS, CONCLUSION AND RECOMMENDATION.....	31

5.0 Introduction	31
5.1 Summary of the findings.....	31
5.2 Conclusion	32
5.3 Recommendations.....	32
5.4 Areas of further study	33
REFERENCES	34
APPENDICES	37
Appendix I Research Questionnaire	37
Appendix ii: Interview Guide	41
Appendix iii: Time Frame	42
Appendix iv: Research Budget	43

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter looks at the background of the study, statement of the problem, purpose of the study, specific objectives, research questions, scope of the study, significance of the study, and the conceptual frame work.

1.1 Back ground to the study

The study and practice of logistics emerged in the 1960s and 1970s. Logistics costs were high. On a national level, it was estimated that logistics cost in the U.S. accounted for 15 percent of the gross national product (Heskett et al., 1973). Similarly, physical distribution costs of other nations were found to be high as well. For example, in the United Kingdom, they were 16 percent of sales (Murphy, 1972), in Japan they were 26.5 percent of sales (Kobayashi, 1973), in Australia they were 14.1 percent of sales (Stephenson, 1975), and as of 1991 in China they were 24 percent of GDP (Wang, 2006). On an individual firm level, they could be as high as 32 percent of sales (LaLonde and Zinszer, 1976). The recognition of these high costs led one writer to declare physical distribution (Logistics) as one of "the most sadly neglected, most promising areas of American business" (Drucker, 1962). With marketing and production being relatively mature areas of analysis, logistics were the next obvious areas for managerial attention.

Physical distribution with its outbound orientation was first to emerge, since it represents about two thirds of logistics costs and it was considered a component of the marketing mix (product, place or physical distribution, promotion, and price) of essential elements. Business logistics, with its broader scope that includes inbound movement, was soon to follow. It is useful to look at what was envisioned by early proponents of the areas to see the fit with current views and to give some idea of future directions.

When comparing the early vision of physical distribution and logistics with the current one , there is little difference. For example, the definition in 1962 offered by Smykay et al. (1962) was: "Physical distribution can be broadly defined as that area of business management

responsible for the movement of raw materials and finished products and the development of movement systems."

Although physical distribution is usually associated with outbound product movements from a firm, this definition indicates a broader concept that includes both inbound and outbound movements. Heskett et al., (1964) described business logistics in terms of both physical supply and physical distribution, but they also recognized that logistics takes place throughout the supply channel, from producer to end consumer

A number of conclusions can be drawn from observing product flow management at the present time. Clearly, excitement and focus are directed towards logistics management. First, it can be viewed that logistics management is concerned with realizing the opportunities from integrated management of product flow processes *across* functions and *between* channel members. Although the idea is potent and the benefits obvious, the notion of lowering costs by including more of a system in decision making is not new. It was at least embodied in the systems approach promoted by operations researchers in the 1940s and 1950s.

Second, The scope of logistics is limited to the boundaries of the function within a firm and is primarily concerned with activity administration, which was not the early view. Inter-functional and inter-organizational management seem to be within the purview of supply chain management rather than logistics. Logistics, as an identifying name, supersedes physical distribution.

Third, purchasing and production are now included within the scope of logistics management. As a result, logistics management is responsible for 70 to 80% of the cost of sales for many firms.

Lastly, so many functional areas of the firm are embracing supply logistics management that it is in danger of becoming so broad that it loses its identity and focus. Some limitations and organizational subdividing may occur.

Managing transportation and logistics has been a critical focus area for manufacturers, distributors and third-party logistics players in their pursuit of developing a lean, agile and efficient customer oriented supply chain. Among the biggest challenges these players face today

is maintaining the delicate balance of increased material and transportation costs against the expectations of improved service levels mandated by customers. To achieve this end, many industry players are collaborating with their key customers and vendors to improve their processes and systems and provide better service quality, reduce costs and improve visibility. To gain full advantage of such collaborative initiatives, building an efficient and effective supply chain intelligence infrastructure is a must. Weele J. A. (2005),

To achieve better customer service at reduced costs, organizations are increasingly adopting the two levers of process improvement and technological breakthroughs in track-and-trace, improved control systems and IT innovations such as cloud platforms. To fully realize the benefits from these initiatives and move toward an era of continuous improvement in their operations, organizations will also need to realign their logistics performance measurement strategies.

Logistics in organisations takes forms of Customer Order Processing, Location Analysis , Inventory Control , Material Handling , Packaging , Cost of packaging, Transportation, Warehousing , Customer Service and makes a backbone of the supply chain and therefore a key parameter for the operation of both manufacturing and non manufacturing companies, it is this background that prompted the researcher into conducting a research in Nile breweries a company that holds a large array of logistics with the aim of establishing the status quo of the organisation so as to improve procurement performance through effective and coordinated logistics management.

1.2 Statement of the problem

Today, effective logistics system contributes immensely to the achievements of the business and marketing objectives of a firm. It creates time and place utilities in the products and thereby helps in maximizing the value satisfaction to consumers. By ensuring quick deliveries in minimum time and cost, it relieves the customers of holding excess inventories. It also brings down the cost of carrying inventory, material handling, transportation and other related activities of distribution. Despite this the logistics function is faced with challenges which among others include poor demand forecasting , inefficiency in logistics handling , costly and a general complex supply chain. It is as a result of this that the researcher carried out an investigation at

Roofing's Uganda limited to investigate on logistics management and its effect on service delivery so as to provide appropriate mechanisms in curbing challenges encountered in the organisation.

1.3 Purpose of the study

The purpose of the study is to investigate the effect of logistics management on service delivery in Roofing's Uganda limited

1.4 Objectives of the study

- 1) To assess the role of logistics management on service delivery in organisations
- 2) To establish the challenges encountered by organisations in the management of Logistics.
- 3) To determine the mechanisms necessary for improving logistics for service delivery in organisation

1.5 Research Question

- 1) What is the role of logistics management on service delivery in organisations?
- 2) What are the challenges encountered by organisations in the management of Logistics?
- 3) Which mechanisms can be implemented in improving logistics for service delivery in organisation?

1.6 Scope of the study

1.6.1 Subject scope

The investigation was limited to logistics management and service delivery so the research was centred on getting all the relevant data and information about this subject.

1.6.2 Time scope.

The research was carried out for the period of three months that is to say from April to June 2015. This time period there is a forecast of prevalence of less academic activities at the university the fact that part of it is a holiday.

1.6.3 Geographical scope

The research was confined to Roofing's Uganda limited located in Jinja municipality eastern Uganda due to a range of activities handled by the organisation in line with logistics function and its accessibility by the researcher.

1.7 Significance of the study

The study is to be significant to.

The researcher will be able to full fill the requirement for the award of Bachelors of supplies and procurement management of Kampala International University and gain more knowledge on the subject.

Other organisation was to be helped to come up with a system which is cheap and flexible and also improve on the one in existence. This will reduce transportation costs and help to increase profits to the organisation.

Other business organisations will be helped to keep down capital in investments in streamlining the logistics function, inventory carrying cost and obsolesce losses and also help them minimise idle time caused of or non availability of required inventories.

Governmental institutions will be helped to know how to control the logistics function since money they get from the treasury is limited and they do not want use money on inventory that would not be used.

Other academic researchers will use the data collected to come up with better aspects of managing the entire supply chain management system than the one developed.

1.8 Operational definition of key terms

Logistics management

Weele (2005) in his book Purchasing and Supply chain management observes that e term logistics comes from the Greek logos, meaning "speech, reason, ratio, rationality, language, phrase", and more specifically from the Greek word logistiki meaning accounting and financial organization. Logistics is considered to have originated in the military's need to supply themselves with arms, ammunition and rations as they moved from their base to a forward position. In ancient Greek, Roman and Byzantine empires, military officers with the title Logistikas were responsible for financial and supply distribution matters

The Oxford English Dictionary defines logistics as "the branch of military science relating to procuring, maintaining and transporting material, personnel and facilities." However, the New Oxford American Dictionary defines logistics as "the detailed coordination of a complex

operation involving many people, facilities, or supplies" and the Oxford Dictionary online defines it as, "the detailed organization and implementation of a complex operation.

Service delivery

Service provision or delivery is an immediate output of the inputs into the health sector, education sector among other sectors. Increased inputs should lead to improved service delivery and enhanced access to services. Ensuring availability and access to services is one of the main functions of a local government. Such services should meet a minimum quality standard (Development Assistance Committee 2005).

Service delivery refers to a relationship between policy makers, service providers, and consumers of those services, and encompasses both services and their supporting systems. Service delivery is a mechanism used by an organization to meet the needs and aspirations of the people it is meant to serve.

1.9 Conceptual framework

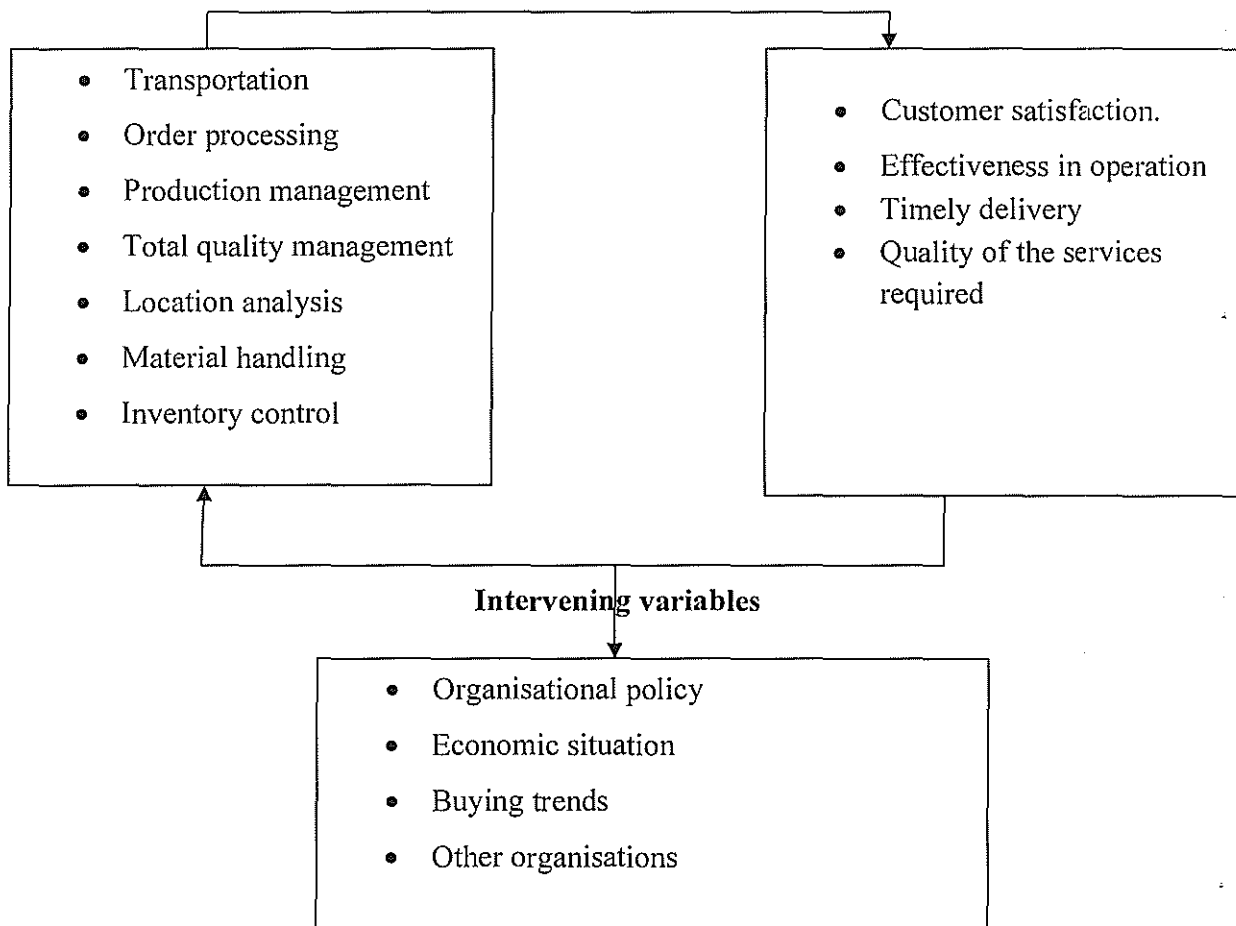
Logistics management is the planning, coordinating and controlling of activities related to the flow of inventory into, through and from the organisation up to the final consumer. It reduces investment in the logistics function that results to high quality products, raw material handling costs, it is economical in purchasing and ensures smooth and un interrupted production in an organisation, hence resulting to improved productivity in the organisation.

Independent variable

Dependent variable

Logistics management

Service delivery



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter gives an elaborate explanation of what other authors have written about the subject of study. It was the review of literature majorly concentrating on the objectives of the study.

2.1 Role of logistics management on service delivery

Logistics performance is a measurement of how effective logistics management is. Simply defined, logistics is what is called as the "physical Internet." The goal here is to bring goods and services from point A to point B in the fastest, most reliable, and cheapest way possible to help reduce hunger and poverty. Technology has always helped bridge the gap between effective logistics management and the issues it faces. As our technology advances, more and more opportunities are seen between countries to advance global marketing strategies. Converse, Paul D. (1954),

The first thing to consider in logistics, as always, is cost. Any businessman worth his salt knows that he will be in the losing end if he tries to reach for a global market yet incur high overhead expenses. It will not be a wise move to ship items to another location if the actual costs of the activities are not going to be retrieved by the expected profit. Another thing to consider is the time that it will take for the goods and services to be delivered to their destination. Dobler D.W, Burt (1996)

Fawcett, Stanley E. and Gregory M. Magnan (2002), As an expensive function, logistics has a clear impact on an organisation's financial performance. In the example of Konigshaven Schlessar you can see that any savings in logistics costs give an immediate increase in profit. In this light, the Institute of Supply Management estimate that every 1% saved in materials delivery cost gives the same benefit as a 5% increase in sales.²⁴ You can see the financial importance of logistics from a company's return on

Assets (ROA), which is defined as the pre-tax profit divided by the value of assets employed.

Return on assets = profits earned assets employed

This gives a measure of how well an organization's resources are used, and higher values usually suggest better performance. Assets are described as either current (cash, accounts receivable, stocks, etc.) or fixed (property, plant, equipment, etc.). Both of these depend on logistics. For instance, improving the flow of materials reduces the amount of stock held, and this lowers the value of current assets. Similarly, improving the utilization of facilities and equipment reduces the amount needed, thereby reducing fixed assets.

Effectiveness in Customer service. Ellram M. L, Zsidisin A. G, Siferd S.P, and Stanly J. M. (2002) argues that Logistics managers want to overcome these gaps as efficiently as possible – but what exactly do we mean by 'efficiently'? There are several answers to this, and managers may define it in terms of fast deliveries, low costs, little wastage, quick response, high productivity, low stocks, no damage, few mistakes, high staff morale, and so on. Although these are all worthy goals, they are really measures of performance rather than aims. To find the real aim of logistics, we must relate it to the wider objectives of the organization. An organization usually states its overriding aims in a corporate strategy, and this typically refers to profitability, return on investment, share value, sales, customer base, and so on. The key point is that every organization achieves its aims by supplying products to customers, and its success ultimately depends on achieving customer satisfaction. If an organization does not satisfy its customers it will not survive for long, let alone achieve any of its aims. This gives the context for logistics, and allows us to phrase the overriding aim of logistics in terms of providing customer service. To put it simply, managers should organize logistics in the best way to achieve customer satisfaction

Logistics support operations. Every organization delivers products to its customers. Traditionally, these products are described as either goods or services. Then manufacturers like Sony, Ford and Guinness make tangible goods, while the BBC, Qantas and Vodafone provide intangible services. But this view is misleading, and it is more realistic to describe every product as a complex package that contains a mixture of both goods and service. For example, Toyota manufactures cars, but they also give services through warranties, after-sales guarantees, repairs and finance packages. McDonald's provides a combination of goods (burgers, cutlery, packaging, etc.) and services (when they prepare food, sell it and clean the restaurant). At one end of this spectrum are products that are predominantly goods, such as cars, domestic appliances,

clothes and furniture; at the other . At the heart of an organization are the operations that create and deliver the products. These operations take a variety of inputs and convert them into desired outputs. Lambert, Douglas M.; Martha C. Cooper, and Janus D. Pagh (1998

Recycling, returns and waste disposal. Even when products have been delivered to customers, the work of logistics may not be finished. Sometimes there are problems with delivered materials and they have to be collected and brought back (perhaps because they were faulty, or too many were delivered, or they were the wrong type). Sometimes associated materials such as pallets, delivery boxes, cable reels and containers are returned to suppliers for reuse. Sometimes materials are brought back for recycling, such as metals, glass, paper, plastics and oils. Other materials cannot be recycled but are returned for safe disposal, such as dangerous chemicals. Activities that return materials back to organizations are called reverse logistics (compared with forward logistics that made the original deliveries). Ballou, Ronald H.; Stephen Gilbert, and Ashok Mukerjee (2000

Drucker, Peter F. (1962) contends that logistics activities are usually spread over many locations. For instance, stocks of finished goods can be held at the end of production, moved to nearby warehouses, sent to regional depots, put into stores near to customers, passed on to third parties, or a range of alternatives. Managers have to find the best locations for each activity, and consider related questions about the size and number of facilities. These decisions define the underlying structure of the logistics function.

Communication. Alongside the physical flow of materials is the associated flow of information. This links all parts of the supply chain, passing information about products, customer demand, materials, movements, schedules, stock levels, availability, problems, costs, service levels, and so on. Coordinating the flow of information is always difficult, and logistics managers often describe themselves as processing information rather than moving goods. This view led Christopher to say that, 'Supply chain competitiveness is based upon the value added exchange of information. The Council of Supply Chain Management Professionals highlights the combination of materials and information flow in their definition. Dobler D.W, Burt N. D.

Ballou, Ronald H. (2006). argues that Logistics is also important on the global scale. Efficient logistics systems throughout the world economy are a basis for trade and a high standard of living for all of us. Lands, as well as the people who occupy them, are not equally productive. That is, one region often has an advantage over all others in some production specialty. An efficient logistics system allows a geographical region to exploit its inherent advantage by specializing its productive efforts in those products in which it has been an advantage by specializing its productive to other regions. The system allows the products' landed cost (production plus logistics cost) and quality to be competitive with those from any other region. Common examples of this specialization have been Japan's electronics industry, the agricultural, computer and aircrafts industries of United States and various countries dominance in supplying raw materials such as oil, gold, bauxite, and chromium.

Thus, an effective logistics system contributes immensely to the achievements of the business and marketing objectives of a firm. It creates time and place utilities in the products and thereby helps in maximizing the value satisfaction to consumers. By ensuring quick deliveries in minimum time and cost, it relieves the customers of holding excess inventories. It also brings down the cost of carrying inventory, material handling, transportation and other related activities of distribution. In nutshell, an efficient system of physical distribution/logistics has a great potential for improving customer service and reducing costs, Bolstorff, and Rosenbaum. (2003),

2.2 Challenges encountered in logistics management in organizations

Today, logistics operations have become much more complex as companies find it extremely difficult to maintain their competitive advantage purely on the basis of innovative strategies relating to the product, price, place, or promotion. Since these competitive advantages can easily be imitated, the emphasis now is on building a sustainable competitive advantage through logistics as a means to successfully differentiate oneself from competition. There was a time when companies used to develop a product range, plan their distribution channels, schedule marketing campaigns and deliver the final packaged items to their retailers themselves; a simple supplier-managed end-to-end supply chain, requiring a little more from logistics service providers than movement of products from factory to distribution centre to retail outlet. Over time, the scope of customer needs has broadened(Ballou, Ronald H. 2006).

Logistics management firms nowadays face several challenges, which may be local or global in scope. While the need for integration of logistics activities and lack of qualified human resources are the primary challenges faced at the local level, the global challenges include those arising due to greater distances, modes of transport, documentation, coordination of intermediaries, cultural and political differences, globalization, need for flexibility and speed (at the same time), need to integrate supply chain activities, and challenges due to emphasis of companies on green logistics.

Garry J.Zenz (1987)

Limited use of information technologies by small and medium-sized companies. Most of them see the technologies as an expense, instead of an investment. There is not much promotion on the benefits of using advanced technologies, and there is a backlog in affordable staff training for small companies. Lack of quality infrastructure. Railroad transportation is the cheapest form of transportation for distances over 450 km. However, railroads are not extensively used due to the lack of enough intermodal connections with railroads in maritime ports and inland distribution centers. Ports have not developed enough infrastructures for an efficient connection with railroad and truck transportation systems. In addition to this, the lack of efficiency in customs inspection means that the average stay of containers in the ports is double the international average.

Bowersox, and Cooper (2007),

Escalating costs. There is an issue facing logistics performance not only in one country but in a global scale. This is because people have observed that the costs of logistics are not getting lower but higher, and the levels of service are also getting lower. These, then, are nothing less than blocks to the progress of global trade. Majority of economic development is stunted because of custom laws, bad border trading management, transport regulations, and global transport infrastructure. LaLonde, Bernard J. and Leslie M. Dawson (1969)

Jack D. Steele (1956) argued that Perishability of goods. In many instances, perishable goods do not reach the destination in the same fresh condition. This poses a risk to any businessman since the products will not be sold anymore. Sometimes, the products do reach the destination, albeit late. The downside here is that they would have just a few shelf days remaining. In a very short span of time, the products will perish and will no longer be fit for consumption. Ironically, this scenario means that it would take more days to transport the goods than the days they would be

displayed on market shelves. As such, business owners simply refuse to ship items since they lose money instead of earning it.

In relation to this, geography also plays a crucial role in logistics management. If a target global market is too remote, there is almost no practical way of reaching out to that geography. What needs to be identified is the source of the product and then a study is made regarding the feasibility of transport to that specifically remote location. With today's airplanes, this does not really pose much of a challenge. However, you still have to consider the associated costs with effective transport of goods (Lysons K. and Farrington B. (2006)

2.3. Mechanisms can be implemented in improving logistics for service delivery in organisation

Efficiency and effectiveness of Logistics function. Prerequisite to the development of any economy is an efficient logistics and transportation system and the driver of an efficient logistics and transport system is an efficient freight forwarding sector. Pakistan's freight forwarding, logistics and transport sector had been virtually non-existent, so about five years ago the government was approached for exploring the merits of addressing this sector. It was evident that to support the growth of Pakistan's economy this sector would need a focused development effort. Additionally it was also realized that a properly articulated and efficient logistics and transport sector could provide services to not only Pakistan's economy (with a population of 170 million) but also to Central Asia (with a combined population of 60 million), as well as the larger population of Western China Lockamy, A. and McCormack, K. (2004)

The country's international freight forwarding sector was totally fragmented with no direction, no official recognition and no access to formal financing, warehousing was non-existent and trucking was totally in the informal sector having no corporate structure, no access to formal financing and no cross border transport opportunities due to the absence of necessary legislation and transit mechanisms. Ashok Mukerjee (2000).

If the country's international freight forwarding, logistics and transport sectors were to move forward then we would need to institutionalize our existence on a much larger canvass supported with appropriate international linkages. Therefore, the need to create the necessary institutions

was the big initial challenge. Use of country regulations concerning storage one should take note of a country's over-regulation. There are many countries that have customer practices that are detrimental to their own economic development. Goods are stocked for so long in the customs bureau and they just get released after months of waiting. This kind of bad practice seriously impairs the goal of logistics. Valderes de Oliveira, M. P.(2008),

Naula, T. (2008), argued fill rate measures the magnitude of stock outs over time. E.g. if a customer orders 50 units and only 47 units are available, the order fill rate is 94 % (47/50). Just because a product is out of stock does not mean that a customer requirement is going unsatisfied. Before a stock-out affects service performance it is necessary to forecast customer requirements then to identify the product unavailability and to determine how many units customer wanted. Stock-out frequency and fill rate are inversely related through order quantity. i.e. if a firm places larger order the stock out frequency will be less and the expected fill rate will be higher.

Direct shipping refers to the method of distribution in which the goods come directly from the suppliers to the retail stores as shown in Figure. In case of direct shipment network, the routing of each shipment is specified and the supply chain manager only needs to decide on the quantity to ship and the mode of transportation to use. This system eliminates the need for the intermediate facilities that are otherwise required, e.g. warehouses and distribution centers. The products that are generally distributed through the method of direct shipping are certain perishable items, high volume goods, high bulk items and specialty products. Weele J. A. (2005)

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter outlines the study design to be used in the research, the population to sample from, the sample size to work with, as well as the data collection and management tools to be applied in the study.

3.1 Research design

The study used a descriptive research design involving the use of both qualitative and quantitative research designs. Using both methods of investigation was used to allow collection of data from the samples of variables under survey. The qualitative and quantitative research designs will be used generate more detailed information about the study area.

3.2 Study Population

A population is the aggregate or totality of objects or individual having one or more characteristics in common that are of interest to the researcher. The study was carried out from the Roofing's Uganda limited. The target population consisted of all the employees and management of the Roofing's Uganda limited from the departments of procurement 6, stores 15, distribution department 16, marketing 5 and administration 3. In general the research population will involve an estimated 45people.

3.2.1 Sample Size

Data collection can be done on the entire population but this study covered a total of 40 respondents. From the estimated population of 45, a sample size will be determined using Slovene's Formula to come up with appropriate sample size to be used in the study.

The sample size was calculated mathematically using the formula below;

$$n = \frac{N}{1 + Ne^2}$$

Where; n = the sample size

(e) Margin of error that is 0.05

N = Total population of respondents that is 45.

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{45}{1 + 45 (0.05)}$$

$$n = \frac{45}{1 + 45 * 0.0025}$$

$$n = \frac{45}{1.115}$$

$$N = 40$$

A sample size of 40 respondents were selected to participate in the study and to represent the entire population of Roofing's Uganda limited.

3.2.2 Sampling Procedure

Sampling is the process of selecting elements from a population in such a way that the sample elements selected represents the population. It's the process of extracting a portion of the population from which generalization to the population can be made. Because of resource constraints, a small sample will be chosen and handled using a simple random sampling procedure to select the sample population and the respective people for data collection. Then she will select simple random sample independently from each Sub-population. Purposive sampling will be used in the selection of the organisation officials (management), these is because these are perceived to have more suitable information so purposive sampling enabled the attaining those officials and simple random sampling will aid in the selection of employees.

3.3 Data Collection Instruments

This study will comprise of two research techniques to collect data i.e. data collection will be done using two methods, in-depth interviews and questionnaires will be administered to some respondents who can read and interpret the question.

3.3.1 Questionnaire

This is a technique in which the researcher gave a list of short questions to the respondents requesting them to fill and collect data later. Both open and closed ended questions will be designed to suit the objectives to be used to effectively attain data for the study.

3.3.2 Interviews

In this technique, the researcher will personally go to the respondents and ask them questions directly related to the topic of study. It will involve individual interviews.

3.4 Sources of data

3.4.1 Primary data

This information or data that is collected by researcher from the field, data collected afresh and for the first time, have not been processed questionnaires and interview will be used as common research tools used to collect data.

3.4.2 Secondary Data

The secondary data will be obtained through notes, correspondences and minutes of meetings, project plan journals. In this study the researcher will use documents and other records that are already published to access information on logistics management and service delivery.

3.5 Quality control (validity and reliability of Data)

3.5.1 Validity of the study

To establish the validity of the instruments, the researcher will administer questionnaires to the clearly selected respondents from Roofing's Uganda limited. The validity of an instrument will be measured by using the content validity of index (CIV). Amin (2005) explained that content validity refers to the degree to which the test actually measures or is specifically related to the traits for which will be designed. The content validity of index (CVI) will be determined by using the formula in order to estimate the alpha coefficient value. This will help to determine if the study is valid or not.

$$CVI = \frac{\text{Number of declared valid}}{\text{Total number of items}}$$

3.5.2 Reliability of the study

To establish the reliability of the instruments, the data will be analyzed and fed accordingly. After data collection the researcher will conduct a check of the information by subjecting secondary questionnaire guides in form of pre- examination so as to identify the correlation in the information given.

3.6 Data Analysis

Data analysis will be done in accordance with the principles of data management. Data analysis framework was created by the researcher and data manipulations done in excel. The analysis will mainly be descriptive (frequency tables). Upon collection of Necessary data from the field and direct interviews, the researcher analyzed, and interpreted it in relation to the objectives of the study. The researcher will present the findings in form of tables, graphs and pie charts. Data from field will be tabulated to show the frequency of responses to the questionnaires and these will be used to compute percentages in different attributes under the study.

3.7 Ethical procedure

To ensure that ethics is practiced in this study as well as utmost confidentiality for respondents and the data provided by them, the following was done: (a) all questionnaire were coded; (b) the respondents will be requested to sign the informed consent; (c) authors quoted in the study was acknowledged within the text through citation and referencing; (d) findings will be presented in a generalized manner.

3.8 Limitations

- 1) Sensitive information: Some aspects of the study were sensitive and officers may not be willing to disclose all the information. Such information to be accessed was kept confidential.
- 2) Limited resources: The researcher coordinated between Kampala international university and Roofing's Uganda limited. The available funds were utilized sparingly.
- 3) Instrumentation: the data collection instrument may not be to standardized and this problem was solved through testing it for validity and reliability.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

Data presentation, interpretation and analysis has been done under the guidance of the research objectives set in chapter one. The interpretation also seeks to answer the research questions that were raised. Presentation and interpretation of data has been done with the aid of quantitative and qualitative methods involving the use of tables, graphs, percentages.

4.1 Profile of Respondents

4.1 Gender Categories of Respondents

Table i: Gender Categorization of Respondents

Respondents	Frequency	Percentage
Male	23	57.5
Female	17	42.5
Total	40	100

Source: Primary data 2015

Results from Table (i) show that the majority of respondents are male that is 23 respondents representing 57.5% of the total respondents and 17 respondents are female representing 42.5% of the respondents. This implies that both genders were involved in data collection.

4.2 Showing age categorization of respondents

Table ii: Showing respondents categorization

Age category	Frequency	Percentage
18-27	9	22.5
28- 37	13	32.5
38-49	12	30
50+	6	15
Total	40	100

Source: Primary Data (2015)

Results in table above present findings on the age of respondents, 28-37 was the majority age group with 32.5% of respondents followed by 38 –49 with 30%, next were 18-27 with 22.5% and finally 50 above with 15% of the total respondents, From the above analysis, it can be construed that the majority of the respondents are mature people and therefore they have an active memory.

4.3 Academic Qualification of Respondents

Table iii: Academic qualifications of the respondents

Academic qualifications	Frequency	Percentage
Certificate	8	20
Diploma	7	17.5
Degree	13	32.5
Masters	8	20
Others	4	10
Total	40	100

Source: Primary data (2015)

Results in Table (iii) present that the majority of the respondents were degree holders representing 32.5% masters and certificate were next with 20% each followed by diploma with

17.5% and finally others with 4(10%). This implies that the respondents are well educated and therefore the information obtained from them can be relied upon for decision making.

4.4 Employment status of respondents

Table iv: Showing employment status of respondents

Respondents	Frequency	Percentage
Employee	37	92.5
Management	3	7.5
Total	40	100

Source: Primary data (2015)

The findings reveal that majority of the respondents were employees representing 92.5% while 7.5% were the managers of the company. It all the same imply that the study took into consideration both employees and management hence the reliability for this case.

4.5 The role of logistics management on service delivery in organisations

The initial objective under this study set to examine role of logistics management on service delivery in organisations in Roofing's Uganda limited district. The responses were attained on the likert scale measure of 1:5 presented and interpreted as below.

4.5.1 Whether logistics management affect service delivery in Roofing's Uganda limited

Table v: Showing whether logistics management affect service delivery in Roofing's Uganda s limited

Response	Frequency	Percentage
Yes	21	52.5
No	19	47.5
Total	40	100

Source: primary data 2015

Results in Table above indicate that majority 52.5% of respondents agreed that the logistics management affect service delivery, 47.5% disagreed, implying that perhaps logistics is complemented by other factors in delivering services.

4.4. 2 Role of logistics management in service delivery

Table vi: Showing the response to the role of logistics management in service delivery

Roles of logistic management	Strongly Agree		Agree		Disagree		Strongly Disagree		Total	
	F	%	F	%	f	%	F	%	F	%
Timely delivery of services	20	50	5	12.5	9	22.5	6	15	40	100
Sales enhancement	18	45	5	12.5	4	27.5	2	5	40	100
Increased market share	16	40	6	15	11	27.5	3	7.5	40	100
Improved customer satisfaction	15	37.5	5	12.5	10	25	10	25	40	100
Improves /reduces customer responses	30	75	4	10	4	10	2	5	40	100
Improves quality of production	20	50	12	30	8	20	0	0	40	100

Improved order making and processing	14	35	10	25	10	35	2	5	40	100
--------------------------------------	----	----	----	----	----	----	---	---	----	-----

Source: primary Data, 2015

Results in Table (vi) present findings on the responses about the role of logistic management on service delivery in Roofing's Uganda limited district, 50% of the respondents who strongly agreed, 12.5% agreed, 12.5% disagreed and 15% strongly disagreed with timely delivery of services

The finding on sales enhancement had 45% of the respondents who strongly agreed, 12.5% agreed, 27.5% disagreed and 5% strongly disagreed.

Increased market share had 40% of the respondents who strongly agreed, 15% agreed, 7.5% disagreed and 27.5% strongly disagreed

35% of the respondents who strongly agreed 12.5% agreed, 25% disagreed and 25% strongly disagreed with improved customer satisfaction as the role of logistics on service delivery.

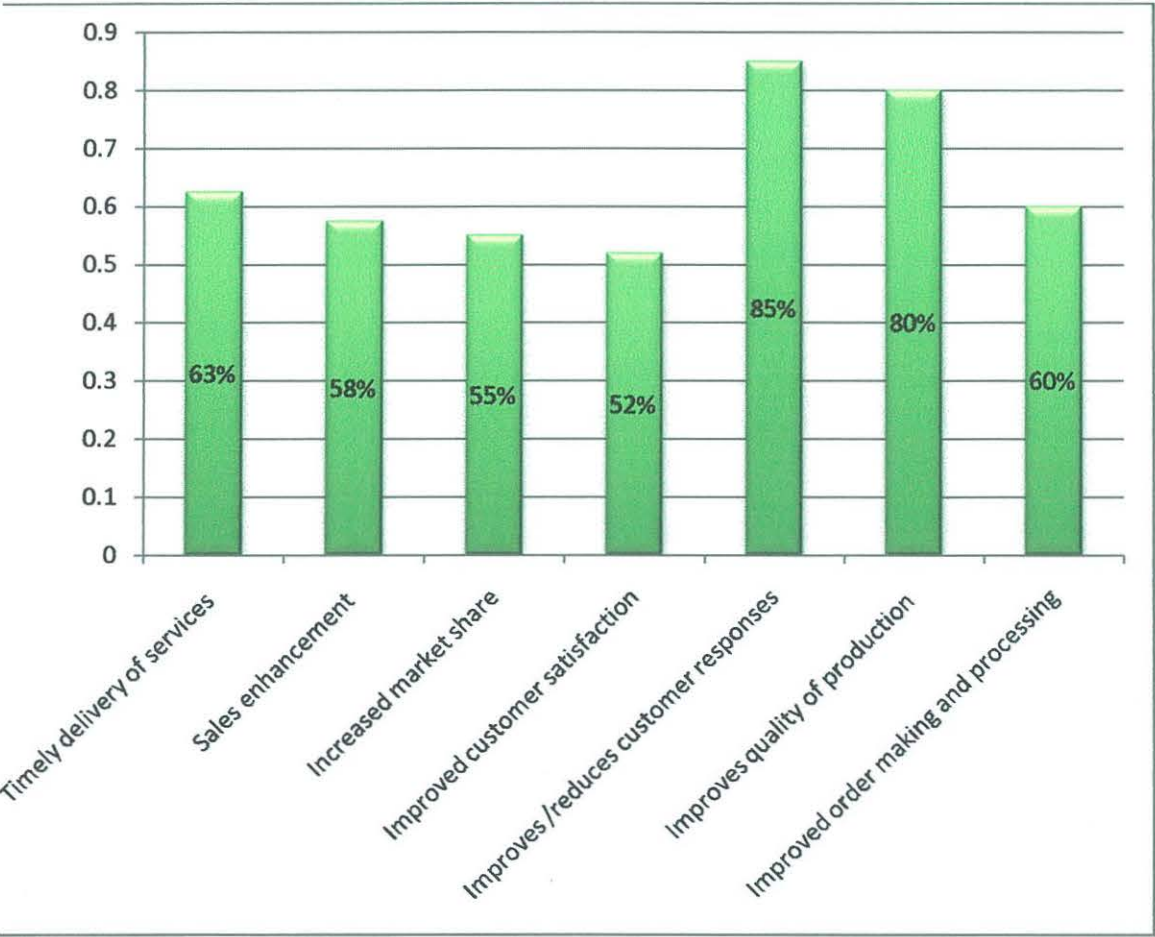
Improves /reduces customer responses had 75% of the respondents who strongly agreed, 10% agreed, 10%disagreed and 5% strongly disagreed.

Improves quality of production had 50% of the respondents who strongly agreed, 30% agreed 20% disagreed and none strongly disagreed

Improved order making and processing had 35% of the respondents who strongly agreed 25% agreed, 35% disagreed and 5% strongly disagreed.

This implies that logistics managements in Roofing's Uganda district contributes to service delivery. It means that there is need for improving the logistics for the purpose of enhancing services to the local citizens in Roofing's Uganda limited

Figure i: A chart showing the total number of respondents who strongly agreed and agreed the role of logistics on delivering services in Roofing's Uganda limited



Source: Primary data, 2015

From the figure (i), it can be seen that as regards the role of logistics in service delivery. According to the respondents who strongly agreed and agreed reduces customer responses had the highest (85%), followed by improved quality of production with 80% and finally improved customer services of with 52%. Others in the descending order were timely service delivery, sales enhancement, and increased market share among others. The findings reveal that logistics management indeed enhance service delivery in organisations hence the need for adequate improvement of the logistics function.

4.6 Challenges encountered in logistic management in Roofing's Uganda limited

To the second objective that was intended to establish the challenges that can be encountered in the logistics management during service provision in Roofing's Uganda limited

Table vii: Responses to the prevalence of challenges to the logistics management in Roofing's Uganda limited

Response	Frequency	Percentage
Yes	29	72.5
No	11	27.5
Total	40	100

Source Primary data June, 2015

Results tabulated in table above present a majority 72.5 responses towards the presence of challenges in logistics management and delivery of services in Roofing's Uganda limited. 27.5% and disagreed. This is an indication of the need for the state of service delivery in Roofing's Uganda limited.

4.6.1 Challenges encountered in logistics management at Roofing's Uganda limited

Table viii: Showing response to the challenges encountered in logistics management at Roofing's Uganda limited

Challenges	Strongly Agree		Agree		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%
Lack of infrastructure	16	40	12	30	12	30	2	5	40	100
Failure to expedite the supply chain function	20	50	10	25	7	17.5	3	7.5	40	100
Perishability	14	35	18	45	6	15	2	5	40	100
High cost of managing the logistics function	20	50	12	30	4	10	4	10	40	100
Poorly developed personnel	14	35	12	30	6	15	10	25	40	100
Corruption	13	32.5	10	25	12	30.0	5	12.5	40	100
Limited and inadequate information	10	25	17	42.5	7	17.5	6	15	40	100

Source: Primary Data, 2015

Results in table present that that the changes facing logistics and service delivery in Roofing's Uganda limited district include Lack of infrastructure with 40% of the respondents who strongly agreed, 30% agreed, strongly disagreed, and 30% respondents disagreed.

50% of the respondents strongly agreed in respect to 'Failure to expedite the supply chain function, 25% agreed, 12.5% of the respondents strongly disagreed and 2.5% disagreed.

Perishability of products 'had 35% of the respondents who strongly agreed, 45% agreed, 10% of the respondents disagreed and 10% strongly disagreed.

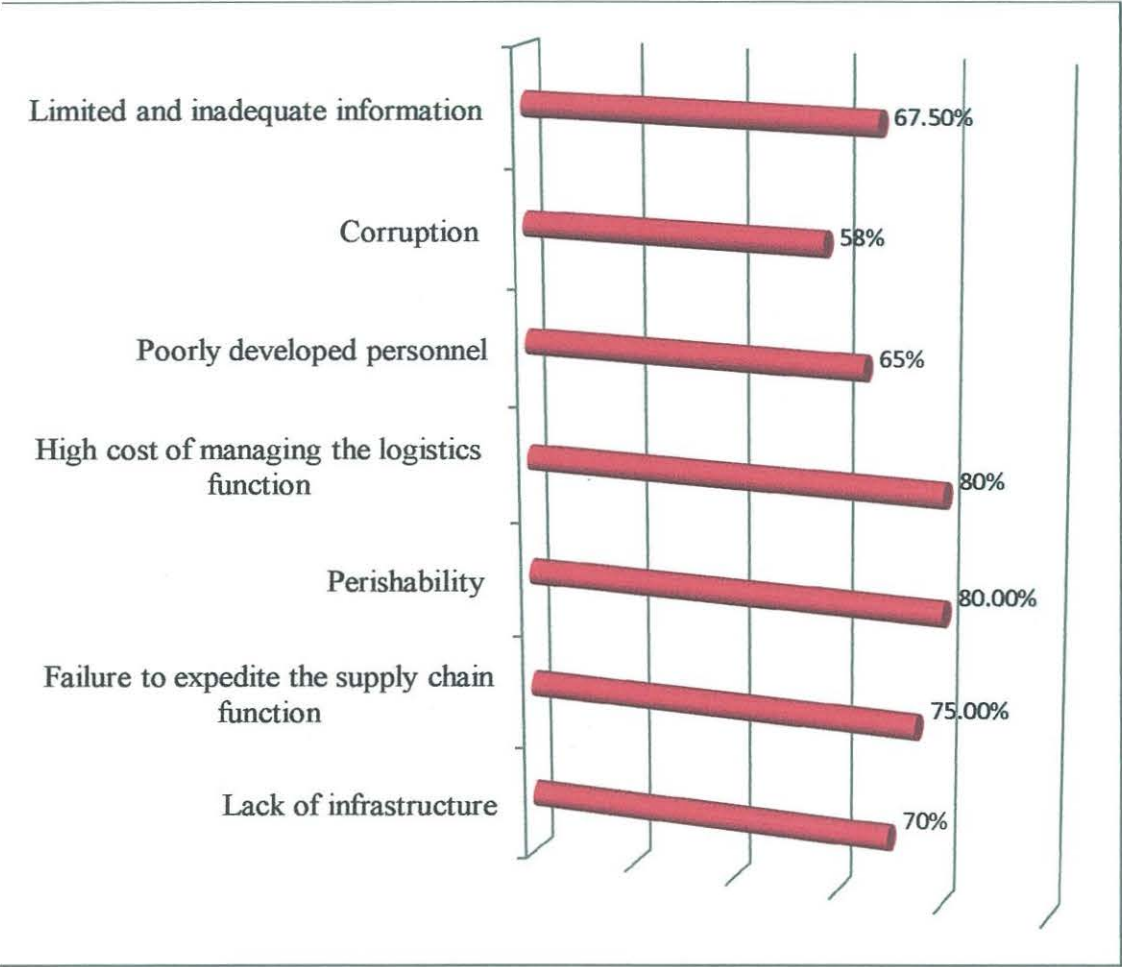
50% of the respondents strongly agreed with High cost of managing the logistics function, 30% agreed, 10% disagreed and 5% of the respondents and 10% of respondents

Poorly developed personnel on by 35% respondents who strongly agreed, 30% 'agreed, 15 respondents disagreed and 25% strongly disagreed

Limited and inadequate information had 25% who strongly agreed, 42.5% agreed, 17.5%, 10% disagreed and 15% strongly disagreed.

The challenges of logistics management in Roofing's Uganda mentioned above denote an existing situation in terms of the constraints hindering service delivery. The presentation implies that there are challenges to logistics which limit service delivery.

Figure ii: A chart showing the total number of respondents who strongly agreed and agreed with the challenges encountered in the logistics during the provision of services in Roofing's Uganda expressed in percentages.



Source: Primary Data, 2015

From figure (ii) above chart it can be concluded that the challenges encountered in the logistics management during the provision of services in Roofing Uganda limited. The findings reveal that limited and inadequate information had 67.5%, Poorly developed personnel had 65%, High cost of managing the logistics function, 80%, Perishability of products had 80%, failure to expedite the supply chain function had 75% and lack of infrastructure with 70%. The findings imply that several challenges hinder the management of logistics at Roofing's Uganda limited as explained with major ones being with higher percentages.

4.7 Mechanisms for effective logistics management at

Table (ix): Showing the responses to the mechanisms to control the challenges encountered in effective logistics management in Roofing's Uganda limited.

Control mechanisms	Strongly Agree		Agree		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%
Appropriate planning	20	50	11	27.5	1	2.5	5	12.5	40	100
Use of laws to punish the corrupt	16	40	13	32.5	6	15	1	2.5	40	100
Timely delivery of goods	15	37.5	14	35	6	15	0	0	40	100
Coordination of logistics function	20	50	11	27.5	4	10	0	0	40	100
Proper needs assessment	10	25	18	45	4	10	6	15	40	100
Direct shipping	18	45	8	20	3	7.2	6	15	40	100
Adoption of reverse logistics	20	50	5	12.5	6	15	10	25	40	100
Effective scheduling of deliveries	12	30	10	25	3	7.5	8	20	40	100

Source: Primary Data, 2015

In reference to the table above that explicitly expresses the mechanisms to control challenges encountered in logistics management Roofing's Uganda limited, 50 % of the respondents strongly agreed with Coordination of logistics function, 27.5% agreed, 12.5% strongly disagreed and 10% of the respondents disagreed.

Use of laws to punish the corrupt had 40% of the respondents who strongly disagreed, 32.5% agreed, and 25% of the respondents disagreed and 2.5% of the respondents strongly disagreed.

Timely delivery of goods had 37.5% of the respondents who strongly agreed, 35% agreed, 30% of the respondents disagreed and none strongly disagreed.

50% of the respondents strongly agreed, 27.5% Agreed, 25% disagreed and none of the respondents strongly disagreed to Coordination of logistics function as one of the mechanism encountered in issues of logistics management in Roofing's Uganda limited.

Proper needs assessment had 25% of the respondents who strongly agreed, 45% agreed, 15% disagreed and 15% strongly disagreed.

Ethical behavior to avoid corruption had 45% who strongly agreed, 20% agreed, 12.5% were not sure, 7.2% disagreed and 15% strongly agreed

Strengthen operation of regulation and procedure had 50% who strongly agreed, 12.5% agreed, 25% disagreed and 25% strongly agreed

Strengthen operation of regulation and procedure had 50% who strongly agreed, 12.5% agreed, 25% disagreed and 25% strongly agreed.

Direct shipping had 30% who strongly agreed, 25% agreed, 20% were not sure, 7.5% disagreed and 20% strongly agreed.

The study on this objective was intended to establish mechanisms for controlling the challenge encountered in logistics Roofing's Uganda limited district. The response on the mechanisms implies that applying the mechanisms will improve the logistics management for service delivery. The measures put include use of laws to punish the corrupt, appropriate planning, timely delivery of goods, coordination of logistics function, proper needs assessment, direct shipping, adoption of reverse logistics and effective scheduling of deliveries. The responses imply that implementing the above will enhance logistics management and prevalence.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.0 Introduction

This chapter focused on the findings, conclusion and recommendation of the study that were presented in chapter four. Firstly, it summarised the major finding as expressed in objectives and research question. Secondly, conclusion was drawn to the findings of the study and lastly, recommendations were given, and areas for further research were made

5.1 Summary of the findings

Majority 52.5 % of respondents agreed that the logistics management affect service delivery, 47.5% disagreed.

On the role of logistics in service delivery in Roofing's Uganda limited. According to the respondents who strongly agreed and agreed with reducing customer responses with the highest (85%), followed by improved quality of production with 80% and finally improved customer services of with 52%. Others in the descending order were timely service delivery, sales enhancement, and increased market share among others. The findings reveal that logistics management indeed enhance service delivery in organisations hence the need for adequate improvement of the logistics function.

72.5% of respondents agreed with the presence of challenges in logistics management and delivery of services in Roofing's Uganda limited.

The Challenges encountered in the logistics management during the provision of services in Roofing's Uganda limited. The findings reveal that limited and inadequate information, poorly developed personnel, high cost of managing the logistics function, perishability of products failure to expedite the supply chain function and lack of infrastructure with 70%.

It was established that mechanisms for controlling the challenges encountered in logistics Roofing's Uganda limited included use of laws to punish the corrupt, appropriate planning, timely delivery of goods, coordination of logistics function, proper needs assessment, direct shipping, adoption of reverse logistics and effective scheduling of deliveries.

5.2 Conclusion

The study set to investigate the effect of logistics management on service delivery in Roofing's Uganda limited. It was guided by three research objectives which included assessing the role of logistics management on service delivery in organisations, establishing the challenges encountered by organisations in the management of logistics and to determine the mechanisms necessary for improving logistics for service delivery in organisation. The findings were that

Logistics management at Roofing's Uganda limited enhance service delivery with reducing customer responses with the highest, improved quality of services, improved customer services, order were timely service delivery, sales enhancement, and increased market share among others. The findings reveal that logistics management indeed enhance service delivery in organisations.

It was further found that there are challenges encountered in the logistics management during the provision of services in Roofing's Uganda limited. The findings reveal that limited and inadequate information, Poorly developed personnel, high cost of managing the logistics function, Perishability of products failure to expedite the supply chain function and lack of infrastructure. Finally the researcher identified mechanisms for enhancing logistics management in organisations such as through use of laws to punish the corrupt, appropriate planning, timely delivery of goods, coordination of logistics function, proper needs assessment, direct shipping, and adoption of reverse logistics and effective scheduling of deliveries.

5.3 Recommendations

- The Logistics management Function seems to be working well for Roofing's Uganda limited, therefore it should be strengthened and since it requires purchasing professionals, the entity should concentrate on recruiting highly qualified procurement managers to coordinate the logistics function.
- In relation to the challenges faced in the management of logistics in Roofing's Uganda limited, the researcher recommends that all departments should be informed thoroughly by the procurement department about what goes on at all stages of the logistics cycle plus the implementation of the above analysed solutions.

- All departments should be vigilant in pursuing their activities effectively because the logistics management is an aspect for every one so coordination of the logistics function will yield better results for Roofing's Uganda limited.

- There is need for transfer and integration of knowledge on logistics functions to diminish to some degree in the face of high environmental uncertainty for market-oriented suppliers. Understanding customers and competitors in a time of rapid change, and generating sales and market share are likely to take centre stage for market-oriented firms under such conditions, lessening the amount of total knowledge transferred on physical distribution among channel members.

- Roofing's Uganda limited should employ highly qualified personnel in both technology and supply chain management so that the aspect of information can be fastened in transportation, communication and inventory management.

5.4 Areas of further study

The researcher suggests the following as possible areas for further research on logistics management:

- An assessment of the impact of Logistics management the customer satisfaction

An assessment of the impact of transportation logistics on organizational profitability

REFERENCES

- Ballou, Ronald H. (2006). "Revenue Estimation for Logistics Customer Service Offerings," *The International Journal of Logistics Management*. v. 17, n. 1, p. 21-37.
- Ballou, Ronald H.; Stephen Gilbert, and Ashok Mukerjee (2000), "New Managerial Challenges from Supply Chain Opportunities" *Industrial Marketing Management*, v. 29. n. 1, p. 7-18.
- Bolstorff, P. and Rosenbaum, R. (2003), *Supply Chain Excellence – A Handbook for Dramatic Improvement Using the SCOR Model*, AMACOM, New York.
- Bowersox, D. J., Closs, D. J. and Cooper, B. M. (2007), *Supply Chain Logistics Management*, McGraw-Hill/Irwin, New York.
- Converse, Paul D. (1954), "The Other Half of Marketing," *Twenty-sixth Boston Conference on Distribution* (Boston: Boston Trade Board), p. 22.
- Dobler D.W, Burt N. D. (1996) *Purchasing and Supply Management*, 6th Edition, MC Graw Hill, p. 120
- Drucker, Peter F. (1962), "The Economy's Dark Continent," *Fortune*, (April), p. 103, 265, 268, and 270.
- Ellram M. L, Zsidisin A. G, Siferd S.P, and Stanly J. M. (2002). "The Impact of Purchasing and Supply Management Activities on Corporate Success,"
- Fawcett, Stanley E. and Gregory M. Magnan (2002), "The Rhetoric and Reality of Supply Chain Integration," *International Journal of Physical Distribution & Logistics Management*, v. 32, n. 5, p. 339-361.
- Garry J.Zenz (1987) *purchasing and the management of materials* 6th edition, John Wiley and Sons, New York.

Heskett, J. L.; N. A. Glaskowsky, Jr., and R. M. Ivie (1973), *Business Logistics*, 2. ed. (New York: The Ronald Press), p.14-21.

Heskett, J. L.; Robert M. Ivie, and Nicholas A. Glaskowsky, Jr. (1964), *Business Logistics: Management of Physical Supply and Distribution* (New York: The Ronald Press).

Kobayashi, I. (1973), "Management of Physical Distribution Cost," *Proceedings of International Physical Distribution Conference*, Tokyo, p. 9.

LaLonde, Bernard J. and Leslie M. Dawson (1969), "Pioneers in Distribution," *Transportation and Distribution Management* (June), p. 58-60.

LaLonde, Bernard J. and Paul H. Zinzer, (1976) *Customer Service: Meaning and Measurement* (Chicago: National Council of Physical Distribution Management).

Lambert, Douglas M.; Martha C. Cooper, and Janus D. Pagh (1998), "Supply Chain Management: Implementation and Research Opportunities," *The International Journal of Logistics Management*, v. 9, n. 2, p. 1-19.

Lewis, Howard T.; James W. Culliton, and Jack D. Steele (1956), *The Role of Air Freight in Physical Distribution* (Boston: Division of Research, Graduate School of Business Administration, Harvard University).

Lysons K. and Farrington B. (2006) *Purchasing and Supply Chain Management*, 7th Edition, Prentice Hall, p.168-169

Lockamy, A. and McCormack, K. (2004), "The development of a Supply Chain Management Process Maturity Model using the concepts of Business Process Orientation," *Supply Chain Management: An International Journal*, Vol.9, No.4, pp. 272-278.

McCormack, K., Ladeira, M. B. and Valderes de Oliveira, M. P.(2008), "Supply chain maturity and performance in Brazil," *Supply Chain Management: An International Journal*, Vol.13, No.4, pp. 272-282.

Töyli, J., Häkkinen, L., Ojala, L. and Naula, T. (2008), "Logistics and financial performance: An analysis of 424 Finnish small and medium-sized enterprises," *International Journal of Physical Distribution & Logistical Management*, Vol.38, No.1, pp. 57-80.

Weele J. A. (2005), *Purchasing and Supply Chain Management: Analysis, strategy, planning and practice*, 4th Edition, Thompson Learning, p.234

APPENDICES

Appendix I Research Questionnaire

Dear sir/Madam

I, Sajjabi Robert a third year student of Kampala international University pursuing a Bachelors degree in supplies and procurement management. In pursuit of my academics, am conducting an inquiry into the **“Impact of logistics management on service delivery in Roofing’s Uganda limited, located in Jinja, eastern Uganda”**.

This questionnaire is purely for academic purposes and the information will be kept confidential.

PART A; GENERAL INFORMATION

1. Gender.

Male ☐

Female ☐

2. In which age bracket are you?

18-27 ☐

38-49 ☐

28-37 ☐

50+ ☐

3. Education level

Certificate ☐

Degree ☐

Diploma ☐

Masters ☐

Others ☐

PhD ☐

4. Employment status

Employee ☐

Manager ☐

PART B: Role of Logistics Management in Service Delivery

Please tick the appropriate box

5. Does logistics management affect service delivery in your organisation?

YES ☐ NO ☐

If yes, in which way does it affect service delivery through the following ways
(1-Strongly Agree, 2-Agree, 3-Disagree, 4-Strongly disagree)

Tick the appropriate box depending on your level of agreement

Logistics management and service delivery	1	2	3	4
Timely delivery of services				
Sales enhancement				
Increased market share				
Improved customer satisfaction				
Improves /reduces customer responses				
Improves quality of production				
Improved order making and processing				

If any other, please specify.

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

PART B: Challenges encountered in logistics management at roofing's Uganda limited

6. From your own point of view, are the following the challenges encountered in the management of logistics in your organisation?

(1-Strongly Agree 2-Agree 3-Disagree 4-Strongly disagree)

Tick the appropriate box depending on your level of agreement

Challenges encountered in logistics Management	1	2	3	4
High cost of managing the logistics function				
Limited and inadequate information				
Poorly developed personnel				
Perishability				
Lack of infrastructure				
Complexity of the logistical function				
Failure to expedite the supply chain function				

If there are any other challenges, please mention them.

.....

.....

.....

SECTION C: Mechanisms for effective logistics management

7. Has your organization tried to put across some mechanisms to control challenges encountered in the management of logistics?

YES ☐ NO ☐

If yes the following solutions have been appropriately applied to reduce on the challenges encountered in logistics management.

(1-Strongly Agree, 2-Agree, 3-Disagree, 4-Strongly disagree)

Tick the appropriate box.

Mechanisms to encounter challenges in logistic management.	1	2	3	4
Proper needs assessment				
Timely delivery of goods				
Effective scheduling of deliveries				
Direct shipping				
Adoption of reverse logistics				
Coordination of logistics function				
Appropriate planning				

If there are any other mechanisms your organisation uses, please mention them

.....

.....

.....

I am grateful for your co-operation

Appendix ii: Interview Guide

1. Does logistics management affect service delivery in your organisation?
2. Which way does logistics management affect service delivery through the following ways?
3. What are the challenges encountered in the management of logistics in your organisation?
4. Has your organization tried to put across some mechanisms to control challenges encountered in the management of logistics?
5. What measures have been appropriately applied to reduce on the challenges encountered in logistics management?
6. What do you think need to be done to improve logistics management function for service delivery?

Appendix iii: Time Frame

ACTIVITIES	DURATION (months)			
	Early April 2015	Mid May 2015	Early June 2015	Mid June 2015
Pilot study				
Study analysis				
proposal design and development				
Submission of proposal for approval				
Final report writing				
Final report thesis and submission				

Appendix iv: Research Budget

No	Items	AMOUNT
1	Stationery	80,000=
2	Editing data, printing and binding	100,000=
3	Transport and Airtime	150,000=
4	Data collection	90,000=
5	Miscellaneous	50,000=
	TOTAL	470,000 /=