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Physical Distribution Management and Sales Performance of Nigeria Bottling Company, Owerri, Imo State, Nigeria

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Keywords: physical distribution management, sales performance , warehousing capacity ,sales volume; customer acquisition; Transport outsourcing , and sales volume.

Abstract

This study examined physical distribution management and sales performance of Nigeria Bottling Company Owerri, Imo State, Nigeria. The design adopted was survey; questionnaire was used as an instrument of data collection. The data collected were presented in tables and analyzed using simple percentage, Mean Statistic and Pearson Product Moment Correlation Coefficient (at 0.05% level of significance) through SPSS version 21.0. The study discovered that warehousing capacity influences sales volume; there is significant relationship between warehousing capacity and customer acquisition; there is significant effect of Transport outsourcing on sales volume; and there is significant relationship between Transport outsourcing and customer acquisition. It was concluded that the achievement of organization, especially in manufacturing industry (cement firms), depends on the extent to which physical distribution is made very practicable, effective and efficient in the system. The work recommends that Nigeria bottling company should constantly expand their warehouse base to ensure that

products are effectively distributed to the warehouse to enhance high sales. Furthermore, the government should invest more on road, rail and other transport systems to enhance effective and efficient transportation of products and persons.

Introduction

In production management, production cannot be said to be complete until the products get to end user or consumer. This can be obtained through the distribution process which complete the production cycle. The distribution activity is equally referred to as physical distribution (PD), marketing logistics or physical flow (Okendu, 2020). Physical distribution management is the collective term for series of inter-related functions (primarily transportation, stockholding, storage, goods handling and order processing) involved in the physical transfer of finished goods from producer to consumer, directly or through intermediaries. Physical distribution explains the problem of getting the right quantity of the right product to the right place at the right time and at the least cost possible (Ike, 2019). This problem has confronted companies (especially, the Nigeria bottling companies) with challenges like meeting delivery due dates and operating an efficient distribution network.

Companies like NBC, with their great diversity of customers spread over vast geographical areas must integrate the systems components of distribution to achieve an acceptable customer service level and avoid reduction of market share (Bowersox, 2018). Geographical imposed gap between firms and their potential customers is bridged by distribution, as physical distribution uses its transportation function to provide time and space utility between these two parties (Bowersox and Closs, 2016). The continuous increase in the cost of transportation due to poor nature of our roads, high cost of vehicles and spare parts and currently increase in cost of petroleum products poses a serious problem to an effective coverage of territories in the distribution both in rural and urban areas in the country. Distribution is becoming a more imperative issue in company accounts as the cost of transport, warehousing and stockholding were growing relative to the costs of other industrial inputs.

Statement of the Problem

The contributions of physical distribution on sales performance of business cannot be overemphasized. This is because when a manufacturing firm effectively implements physical distribution, its product will get to the final consumers and such will add values to sales. However, the extent to which this has been researched is an issue of concern in this work. Though there exist many works relating to this study, however there are still missing link between what has been done and the present research. Ike

(2019) focused on strategies for distribution of consumer goods in Lagos State. The study pays no attention on sales performance and did not consider Nigeria bottling company, Owerri, Imo State. Egwu (2018) analyzed relationship between distribution management and performance of noodle products in Enugu State Nigeria. The above study did not consider other products and did not use firms outside Enugu State.

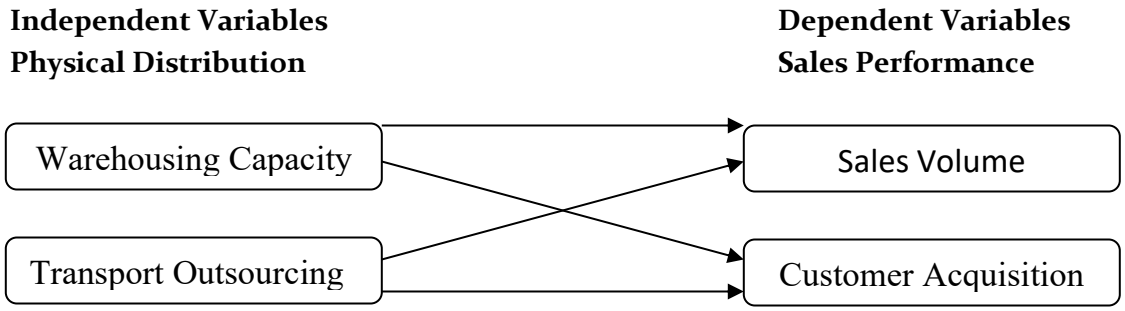

Fig. 1.1: Operational Conceptual Model
Source: The Researchers, 2024

Objectives of the Study

The main objective of this research paper focused on physical distribution and sales performance. Specific objectives of this study are to:

1. assess the extent warehousing capacity influences sales volume.
2. evaluate the relationship between warehousing capacity and customer acquisition.
3. identify the effects of transport outsourcing on sales volume.
4. assess the relationship between transport outsourcing and customer acquisition.

Research Questions

Base on the objectives the study, the following research questions were posed for the study.

1. To what extent does warehousing capacity influence sales volume?
2. What is the relationship between warehousing capacity and customer acquisition?
3. What are the effects of transport outsourcing on sales volume?
4. What is the relationship between transport outsourcing and customer acquisition?

Research Hypotheses

From the research objectives and research questions, the following hypotheses guided the study.

H01: Warehousing capacity does not influence sales volume.

H02: There is no significant relationship between warehousing capacity and customer acquisition.

H03: There is no significant effect of transport outsourcing on sales volume.

H04: There is no significant relationship between transport outsourcing and customer acquisition.

Scope of the Study

1 Subject Scope

The subject scope of this focused on physical distribution and sales performance.

2 Content Scope

The content scope covers extent warehousing capacity influences sales volume; the relationship between warehousing capacity and customer acquisition; the effects of transport outsourcing on sales volume; and the relationship between transport outsourcing and customer acquisition.

3 Geographical Scope

Geographically, the study is delimited to Nigeria Bottling Company Owerri, Imo State, Nigeria.

4 Unit Scope

The unit scope comprises of the entire staff in sales unit of the Nigeria Bottling Company Owerri, Imo State made up the population.

Conceptual Review

Physical Distribution management

Before explaining the concept of physical distribution management, it is good to understand the meaning of distribution and management. Here, management is effective utilization of finance, material, and human resources to achieve organizational goals. Management covers issues of planning, organizing, financial, staffing, and directing the affairs of an organizations. On the other way round, distribution process begins when a supplier receives an order from a customer. Achison (2010) defined distribution as the process of getting products and services from producer to consumer or users, when and where they are needed. It provides time, place, possession utility and the transfer of ownership. Revzan (2011) defined distribution as managerial battle field in which marketing strategy and tactics either succeed or fail. According to him distribution involves two aspects: Physical distribution and channels of distribution. Physical distribution is our focal point in this study. Physical distribution management involves the physical flow of products from the producer to the consumer. According to Kotler & Armstrong (2011) Physical distribution management is the task involved in planning, implementing and

controlling the physical flow of materials, final goods and related information from point of origin to points of consumption to meet customer requirements at a profit.

Schewe and Smith (2010) defined Physical distribution management as the practical movement of products to the ultimate consumers. Production is not complete until goods reach the final consumers and products are worthless until they are made available to those who need them. It is this process of making goods available to those that need them that gives rise to physical distribution basis in a marketing strategy. Hesse and Rodrigue (2010) observed that physical distribution is a service that adds value to products by making them available at the right time, in the right place, which provides an interface with the customer. Physical distribution is a whole process that concern materials and finished product, of physical movement of goods from the manufacturers to intermediaries and finally to the ultimate consumer (Workalemahu, 2018). There are various routes that products use after their production until they are purchased and used by end users.

Therefore, physical distribution channels are all those organizations that a product has to go through between its production and consumption (Kotler and Keller, 2016). Physical Distribution management is very critical for the firms when they decide to enter one or more markets. The ability to ensure accurate delivery of a product and raw materials, especially over long distances is vital to the overall operation and success of manufacturing firms (Flowmaster, 2010). Also, Richard (2015) concluded that a highly responsive and reliable physical distribution system facilitates marketing efforts and actually help to generate additional sales volume for firms. More so, it helps to minimize out-of-stock occurrences through more accurate inventory placement and control, hence, sales lost due to being out of stock will be minimized. For this study, physical distribution is achieved through:

1. **Warehousing**

   When a manufacturing organization has warehouses within different places its market, such will make its products to be highly accessible by the customers, and therefore enhance sales volume (Zoha, 2018). At the marketing level, warehouse help to balance the supply and demand of cement products, thereby stabilizing market situation and encouraging sales growth. Warehouse guarantees regular and continuous supplies of the products, enhancing customer accessibility. There is need for storing the goods so as to make them available to buyers as and when required. Chand (2013) believed that some amount of goods is stored at every stage in the marketing process. Proper and adequate arrangements to retail the goods in perfect condition are essential for success in marketing. Limb (2013) said that storage enables a firm to carry on production in anticipation of demand in future for its sales growth.

   This is because warehousing is basically a function of storing goods in between the time they are manufactured and the time they are delivered to the

customer. Philip and Smoth (2014) said that in practice, the goods are produced in long production runs and they are transported to in large lots to the storage areas or warehouses closer to the market. Storage is the basic function of warehousing as highlighted by Smritiri (2015). Surplus commodities which are not needed immediately can be stored (kept) in warehouse. They can be supplied as and when needed by the customers. Warehousing refers to the holding and preservation of goods until they are dispatched to the consumers. Generally, there is a time gap between the production and consumption of products which is the gap that brought the marketer into business. By bridging this gap, storage creates time utility (Salo and Coe, 2010).

2. **Transportation**

Generally, transportation is the actual physical movement of people and goods from one place to another (Ahukannah, Ndinaechi, and Arukwu, 2013). It is basically the movement of products from one location to another as it makes its way from the beginning of a supply chain to the customer's hands. Here, any organization that wants to enhance it market expansion, should encourage effective transportation. This is because transportation plays a connective role among the several steps that result in the conversion of resources into useful goods in the name of the ultimate consumer. Good transport system leads to market expansion. The transportation cost includes the means of transportation, corridors, containers, pallets, terminals, labours, and time hence logistics managers must comprehend transport system operation thoroughly (Hesse and Rodrigue, 2010). Transportation system makes goods and products movable and provides timely and regional efficacy to promote value-added under the least cost principle, so as to achieve the goal of business market expansion (Yung-Yu, Wen-Long and Michael, 2015).

Transport affects the results of logistics activities and influences production and sale (Hesse and Rodrigue, 2010). More so, Yung-Yu, Wen-Long and Michael (2015) opined that transportation is the base of efficiency in logistics management and a good transport system brings benefits not only to service quality but also brings about market expansion and sales growth in the firm. Delays, lacking or inaccurate delivery (transport system) can be extremely costly as the consequence could be reduced market expansion (Holter et al, 2013). Transport is needed throughout the whole supply chain being the link between supply chain members. Consequently quality of transport service affects the level of market expansion and competitiveness of the entire organization.

Sales Performance

Sales performance is concerned with the overall sales increase in an organization in terms of customer base, sales turnover and product performance (Molokwu, 2018). Ayodele (2019) argued that the extent to which organizations that directly or indirectly

involve in sales achieve their objectives as it concerns number of products sold, number of new customers attracted to the organizational fold and extent of revenue made from such sales determine the level of sales performance in an organization. When the above issues are favourable and they continue to grow for the benefits of the organization and its stakeholders; it means improved sales performance. However, when the reverse is the case, such indicate the inability of the organization to achieve its sales objectives; hence low level of organizational performance. The concept of sales performance is core to businesses because the major objective of businesses is to make profits.

'Sales performance is a multi-dimensional construct the measurement of which varies depending on a variety of factors'. For Norman (2018), high sales performance includes the way and manner the organization achieves its sales objectives. The variables used in measuring organizational sales performance include patronage, customer acquisition, customer retention, stability, growth and development. Njoku (2017) asserts that for an organization to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization. Ifediba (2019) highlights sales performance in terms of four perspectives which are the financial, customer, internal processes and innovativeness. To measure sales performance, we used:

a. **Sales volume:** Sales volume is the number or quantity of products sold by a company within a reporting period (Oki, 2014). Within a business, sales volume may be monitored at the level of product, product line, customer, subsidiary, or sales region. Among the body languages to expression of satisfaction over a product item purchased and used by a consumer at a given period of time is repeating patronage of a product brand from preferred marketing firm (Shrewdmann, 2017). Improve sales volume is an indication of loyalty to a particular brand by consumers despite the existence of other alternative products in the market. When a customer is satisfied following the usage and consumption of a particular product such as (soft drink), it gives room for repeat patronage.

b. **Customer acquisition:** In view of Maynard (2020), it is easy to retain existing customers than to acquire new customers. For that, customer acquisition is the extent a business attracts new customers within a certain period so as to increase high customer base. For Dikeh (2010), firms should always consider basic marketing strategies (like product price, products quality, availability to consumers, and packaging) if they must achieve customer acquisition. Customer acquisition entails the extent a business or product attract new customers regularly, retain them and utilize them for business promotion and business performance (Emery, Ault and Agee, 2014). A firm is achieving customer acquisition when it continued to attract new customers and retain/satisfy the old ones so as to achieve high performance. That is why Boush

(2011) stated that any firm/product that wants to penetrate the market should always pay attention to customer acquisition.

Theoretical framework

The researchers used depot theory for this study.

Depot Theory

The profounder of depot theory is Aspin wall in 1958. According to Aspin Wall's (1958) depot theory, goods move toward consumption in line with the market demand. Thus, knowing replacement rate provides knowledge of the other characteristics determining rate of flow. The question of which institutional depot (manufacturer, wholesaler, retailer, household, etc.) play the major role depends on the market situation. Here, depot theory stipulates that the availability of different depot in different locations, their accessibility, their sizeability etc determines the level of effective physical distribution for business firms. Here, when the above issues of depot are favourable, it will contribute to customer acquisition, high sales, and market expansion for the business.

Empirical Review

Workalemahu, (2018) examined factors that influence the distribution performance of Muger cement factory. Muger cement factory, in Addis Ababa. The study used a stratified method of sampling technique on sample respondents Muger cement management staffs comprising 2-top management, 9-process owners and 82-team leaders. A structured questionnaire was developed by the researcher and a quantitative data was gathered and used. From the distributed 93-questionaire, 78 of them are responded which constitute more than 80 percent of response rate. A correlation and regression analysis as well as an explanatory approach was employed to explain the extent of relationship between variables of interest. Further, statistical methods such as, descriptive statistics (like mean), Statistical Package for Social Scientist (SPSS) version 20 was also used to analyze the data. The finding indicates that; financial capacity, transport outsourcing and information system had a significant positive impact on the distribution performance of the factory. It also indicates that; financial capacity and information system followed by transport outsourcing have the greatest influence on distribution performance respectively.

Adebumiti and Faniran (2022) studied operational problems associated with cement distribution processes in a selected company in Nigeria. Data were obtained from both primary and secondary sources. Information was gathered from transport and fleet staff of the company using systematic sampling technique. In all, 150 respondents were effectively interviewed. The mean rank order analysis of the problems reveals that inadequate spare parts supply is ranked first with a (mean = 1.40) making it the most

critical amongst the problems identified, while frequent change of vehicle types was ranked tenth with (mean = 3.47) showing that it is the least critical amongst these problems. The spearman's rank analysis of the problems reveals that there is a correlation between absence of railway tracks and under-utilisation of available waterways (rs = 0.673), while inadequate infrastructural support and insufficient infotech support is significant at (rs = 0.580) while correlation between busted tyres & springs resulting from bad roads and logitics of fuel is significant at (rs = 0.648).

Okeudo (2022) focused on optimization of physical distribution of consumer goods in Nigeria, using Unilever, Nigeria Plc (South-East Region). Using questionnaires the researcher was able to explain how various service variables influence the service level. It used survey and a sample of 100 people. Analysis was done using mean. The researcher identified trends in warehousing operations, the nature of the relationship between physical flow and distribution cost and how various service variables influenced the service level.

Ukwueze (2017) appraised the distribution strategies of production companies, a study of the Nigerian Breweries Company Plc in Enugu. A sample size of 240 respondents were randomly selected from the staff, management and customers of the Nigerian Breweries P1c in Enugu. Both primary and secondary data were collected and analyzed using the chi-square test. The researcher, based on the data collected and analyzed, found out the following: The management & staff and distributors of Nigerian Breweries Plc are knowledgeable of distribution strategies of NBC Plc; Nigerian Breweries Plc Internal and External Publics (management & staff and distributors/consumers) have positive perception about the distribution strategies of Nigerian Breweries P1c; the distribution policies of NBC P1c are implemented along the line of set objectives.

Sepulaand and Shirandula (2018) examined the influence of storage system on the performance of manufacturing firms in Malawi. The work used survey and data were collected using interview system. It found that storage leads to patronage.

Tamining (2020) examined the influence of physical distribution on retention on performance of Gracia Gardens firm in Nairobi, Kenya. The study utilized a survey design. It employed face to face interviews and semi structured interviews as tools to collect data. The study reveals that, for communication policies, and transport system leads to performance.

Research Gap

Some studies have been done on distribution, distribution management, physical distribution and organizational growth etc. As could be seen, some of the studies were revealed in our empirical work as stated above. However, some of the studies did not use the Nigeria business environment, as they were done outside Nigeria. Some of the studies also covered only physical distribution for consumable products without any

emphasis on manufacturing firms, like Nigeria bottling company. More so, the variables used in our hypotheses were not covered by past studies. Such variables include warehousing, transportation, sales volume and customer acquisition. It is on the need to fill the above gap that informed this study. This study therefore focused on physical distribution and sales performance of Nigeria Bottling Company Owerri, Imo State, Nigeria.

METHODOLOGY

For the purpose of this study, the research design that is adopted by the researchers is survey research design.

The population of this study is 120. It covers the entire sales staff in the sale/ marketing unit of Nigeria Bottling Company Owerri, Imo State (**source:** Nigeria Bottling Company, 2024).

The fact that the population is not large, the entire study population (i.e. 120) were used; hence census enumeration method was employed.

The data collection instrument used for this study was a structured rating scale designed in the form of questionnaire developed by the researchers. The questionnaire was designed in four point likert scale which includes SA = Strongly Agreed, A = Agree, D = Disagreed, SD = Strongly Disagreed. Content and face validity methods were used. The researchers used test retest reliability method for the study. Here, a pilot test was first conducted with a separate group who are not but possess similar characteristics with the respondents. The Pearson product moment correlation coefficient (PPCC) (r) was used to calculate the reliability index.

The data collected in this study were analyzed using mean statistics and Pearson Product Moment Correlation Coefficient (PPMCC) at 0.05 level of significance through Statistical Package for Social Sciences (SPSS version 21.0).

DATA PRESENTATION AND ANALYSIS

Data Presentation and Analysis

Question one: To what extent does warehousing capacity influence sales volume?

Table .1: The extent warehousing capacity influences sales volume.

S/N	Statement	Scale							
		A	**SA**	**D**	**SD**	**N**	**ΣX**	**X**	**Dec.**
1	Available warehousing leads to organizational growth	60	50	4	6	120	392	3.3	Agree
2	Storage management enhances patronage	70	41	5	4	120	408	3.4	Agree
3	Large warehousing could attract more patronage	50	59	6	5	120	390	3.3	Agree
4	The conduciveness of the warehousing enhances sales	68	47	3	2	120	404	3.4	Agree
5	High sales could be achieved through the nearness of the warehousing	72	41	4	3	120	417	3.5	Agree
	Grand mean							**3.4**	

Source: field survey, 2024

From the table above, the Pearson correlation is 0.81. It means that there is significant and positive relationship. The significant value is 0.5 which is lower. We conclude here warehousing capacity influences sales volume.

Question two: What is the relationship between warehousing capacity and customer acquisition?

Table 2: The relationship between warehousing capacity and customer acquisition.

S/N	Statement	Scale							
		A	SA	D	SD	N	ΣX	X	Dec.
1	Storage facilities leads to customer acquisition	48	65	2	5	120	394	3.3	Agree
2	Customer satisfaction are achieved through channel of distribution	40	74	4	2	120	421	3.5	Agree
3	Warehouse management contribute to customer knowledge of organizational products	56	59	2	3	120	422	3.5	Agree
4	Warehousing management leads to high sales of products and its accessibility	46	63	6	5	120	396	3.3	Agree
5	Warehousing leas to customer attraction	48	65	2	5	120	394	3.3	Agree
	Grand mean							**3.4**	

Source: field survey, 2024

From the table above, the Pearson correlation is 0.81. It means that there is significant and positive relationship. The significant value is 0.5 which is lower. We conclude here there is significant relationship between warehousing capacity and customer acquisition.

Question three: What are the effects of transport outsourcing on sales volume?

Table 3: The effects of transport outsourcing on sales volume.

S/N	Statement	Scale							
		SA	A	D	SD	N	ΣX	X	Dec.
1	Transport out sourcing highly affect market expansion and performance	46	63	6	5	120	390	3.3	Agree
2	The factory's current arrangement of transport ensure its distribution performance	60	50	4	6	120	404	3.4	Agree
3	The current condition of the factory's truck are in good conditions and can ensure its market expansion	56	59	2	3	120	408	3.4	Agree
4	The factory has sufficient truck to distribute cement to the client efficiently	56	59	2	3	120	408	3.4	Agree
5	Out sourced transport perform better in the factory's distribution and enhance the performance	68	47	3	2	120	421	3.5	Agree
	Grand mean							**3.4**	

Source: field survey, 2024

From the table above, the Pearson correlation is 0.81. It means that there is significant and positive relationship. The significant value is 0.5 which is lower. We conclude here there is significant effect of Transport outsourcing on sales volume.

Question four: What is the relationship between transport outsourcing and customer acquisition?

Table.4: The relationship between transport outsourcing and customer acquisition.

S/N	Statement	Scale							
		SA	A	D	SD	N	ΣX	X	Dec.
1	Outsourced transport perform better than the factory's own transport in distribution	48	65	2	5	120	396	3.3	Agree
2	Outsourced transport reduced costs through lower freight charges, less inventory in transit and brought better transport visibility	70	41	5	4	120	417	3.5	Agree
3	Outsourced transportation provide on-time delivery performance to the factory	50	59	6	5	120	394	3.3	Agree
4	Outsourced transport enhance delivery schedule to the factory	72	41	4	3	120	422	3.5	Agree
5	Good road network and transport vehicle will enhance increased customer based	40	74	4	2	120	421	3.5	Agree
	Grand mean							**3.4**	

Source: field survey, 2024

From the table above, the Pearson correlation is 0.81. It means that there is significant and positive relationship. The significant value is 0.5 which is lower. We conclude here there is significant relationship between transport outsourcing and customer acquisition.

Testing of Research Hypotheses

Restatement of Hypothesis One

Ho1: Warehousing capacity does not influence sales volume.

To test the hypothesis one, data in table 4.1 were used.

H1	Warehousing capacity influences sales volume	Pearson Correlation = 0.7 Sig = 0.05 N = 120 Grand mean = 3.4	**VALID**

From the table above, the Pearson correlation is 0.81. It means that there is significant and positive relationship. The significant value is 0.5 which is lower. We conclude here that warehousing capacity influences sales volume.

Restatement of Hypothesis Two

H02: There is no significant relationship between warehousing capacity and customer acquisition.

To the test the hypothesis two above, data in table 4.2 were used.

H2	There is significant relationship between warehousing capacity and customer acquisition	Pearson Correlation = 0.81 Sig = 0.05 N = 120 Grand mean = 3.4	**VALID**

From the table above, the Pearson correlation is 0.81. It means there is significant and positive relationship. The significance result which is 0.05 is lower than the Pearson correlation result meaning that there is significant relationship between warehousing capacity and customer acquisition.

Restatement of Hypothesis Three

H03: There is no significant effect of transport outsourcing on sales volume. For the test of hypothesis three, data in table 4.3 were used.

H3	There is significant effect of transport outsourcing on sales volume	Pearson Correlation = 0.80 Sig = 0.05 N = 120 Grand mean = 3.4	**VALID**

From the table above, the Pearson correlation is 0.80. It means there is significant and positive relationship. The significance result which is 0.05 is lower than the Pearson correlation. We conclude that there is significant effect of transport outsourcing on sales volume.

Restatement of Hypothesis Four

H04: There is no significant relationship between transport outsourcing and customer acquisition.

For the test of hypothesis four, data in table 4.4 were used.

H4	There is significant relationship between transport outsourcing and customer acquisition	Pearson Correlation = 0.86 Sig = 0.05 N = 120 Grand mean = 3.4	**VALID**

From the table above, the Pearson correlation is 0.86. It means there is significant and positive relationship. The significance result which is 0.05 is lower than the Pearson

correlation. Therefore, there is significant relationship between transport outsourcing and customer acquisition.

Discussions of Findings

In the hypothesis one, this study discovered that warehousing capacity influences sales volume. Here, Smritiri (2015) noted that warehousing enhances availability of products and therefore encourages patronage.

Based on hypothesis two, this study discovered that there is significant relationship between warehousing capacity and customer acquisition. Workalemahu (2018) ascertained that effective warehousing lead to high customer demand and product performance.

Considering the result of hypothesis three, it was discovered that there is significant effect of transport outsourcing on sales volume. Ike (2019) was of the view that efficient and efficiency of transport system which adds value to vehicular movements will lead to business growth, sustainability and market penetration.

Considering the result of hypothesis four, it was discovered that there is significant relationship between transport outsourcing and customer acquisition. According to Ifediba (2019), physical distribution cannot be achieved without effective road transport for products.

Conclusion

The contribution of physical distribution management on market sale performance of product based firm like the Nigeria bottling company cannot be overemphasized. This is true because there will be no organizational growth if the product produced did not get to the final consumers who uses the product. In this direction, distributive chain covers activities on warehousing, transportation and information system from the organization to the end users. For that, every manufacturing firm, especially in cement industry now tries to adopt effective physical distribution so as to achieve high sales, market expansion and customer acquisition. This study therefore concludes that the achievement of organization, especially in manufacturing industry (cement firms), depends on the extent to which physical distribution is made very practicable, effective and efficient in the system.

Recommendations

Based on the findings, it was recommended that:

1. Nigeria bottling company should constantly expand their warehouse base to ensure that products are effectively distributed to the warehouse to enhance high sales.
2. The government should invest more on road, rail and other transport systems to enhance effective and efficient transportation of products and persons. Not

only that, Nigeria bottling company and other manufacturing firms should effectively make their transport vehicle very effective so as to utilize such in delivering products to their channels.

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