ROLE OF EFFECTIVE DISTRIBUTION CHANNELS ON CUSTOMERS SATISFACTION

(A CASE STUDY OF NIGERIA BOTTLING COMPANY PLC, IBADAN)

BY

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CERTIFICATION

This is to certify that this research work has been completed, read through and approved as meeting part of the requirements of the Department of Procurement and Supply Chain Management, Institute of Finance and Management Studies, Kwara State Polytechnic for the Award of National Diploma in Procurement and Supply Chain Management.

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DEDICATION

I dedicated this to Almighty God that makes this research work a successful, for His strength and wisdom given to me.

Moreover, to my loving parents who gave me delight, moral and financial support. Thank you, mom and Dad, for your contribution.

Lastly, to my siblings and family. I really appreciate your encouragement, patience and prayers throughout my programme. Thanks for always being there.

ABSTRACT

This study examines the role of effective distribution channels on customer satisfaction, using Nigeria Bottling Company Plc, Ibadan, as a case study. Distribution channels are critical to ensuring that products reach consumers in a timely, reliable, and cost-effective manner. The effectiveness of these channels directly impacts customer satisfaction, which in turn influences customer loyalty and overall business performance. The study employed a survey research design, and data were collected from a sample of customers and distribution personnel through structured questionnaires. Descriptive and inferential statistical tools, including frequency distribution and correlation analysis, were used to analyze the data.

The findings revealed that efficient distribution practices—such as timely product delivery, consistent product availability, and responsiveness to customer needs—have a significant positive impact on customer satisfaction. It was also discovered that inadequate infrastructure, poor coordination among distribution agents, and logistical delays are key factors that negatively affect customer experiences.

The study concludes that an effective and well-managed distribution channel is essential for achieving high levels of customer satisfaction. It recommends that Nigeria Bottling Company Plc should invest in improved logistics systems, better communication among distribution partners, and the use of technology to monitor and enhance distribution efficiency. These strategies will help the company maintain its competitive edge and retain customer loyalty in a dynamic business environment.

TABLE OF CONTENT

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

It is observed that place as one of the marketing activities include channel of distribution transaction warehousing storage inventory handling etc when product have been produced marketers have to create to place utility.

It does not matter how good products are the movement it cannot get to the entire nor of the right place the objectives of marketing are dedicated.

Distribution channel must be inter-related activities that enhance the movement of goods and services from the producer and to the point of consumption through that marketing organization to what performs different types of marketing activities it is essentially essential that marketing activities includes of distribution facilities marketers understand channel distribution facilities that will enable to research their target markets effectively able them to research channel concept is essentially the distribution channel concept is essentially development and operation of effective flow system for product it relates to other activities of the firm to the extent that it is difficult to isolate them exception in conceptual terms.

Beside its interaction with promotion and other marketing functions the distribution management concept also interact with production this makes distribution a key to success market that is distribution is central to the success or failure of company's efforts.

1.2 STATEMENT OF THE RESEARCH PROBLEM

The aim of producer is to produce goods and service to boards consumers wants and satisfaction and one of the means to let consumers get satisfied is to able consumer get the goods at the right place this can only be possible through channels of distribution which product flows on its way to the Consumer. It is therefore become interactive that markets understand channel or distribution and that they are able to distribution facilities that will enable them to reach their market target effectively. The route taken by goods and services include the manufacture intermediaries process include Consumers-Intermediaries in the channel process such brokers-Wholesaler/Retailer and various kinds of agent such ters.

The channel distribution is an organization dispute its important have been observed to create the problem of high price of goods and service which in turn usually bring about low sale of companies product radiation in consumers satisfaction etc. It is a result of this problem that the research is under taken to ensure its minimization and maximize Consumers Satisfaction.

As a result of the above problem mentioned, the choice of channel of distribution to be used should be headed with care infant the following factor company objective market consideration product characteristics, middlemen characteristics, consumer and characteristics and environment characteristics are fundamental toward choosing distribution channels and firms must take cognizance of them.

Therefore, channel of distribution should be heated as total system of action producer and middlemen should understand that each of them is one component of total systematic organization that is designed to maximize market effectiveness in selling the company product and meeting Customers Satisfaction.

1.3 AIMS AND OBJECTIVES OF THE STUDY

The general objectives of this research study is to examine with care the effectiveness of distribution channel management and customer satisfaction using Nigerian Bottling Company Plc as a case study

1. To identify the need for customer consideration in designed channel of distribution
2. To establish the fact that distribution channel enhances Customer Satisfaction
3. To estimate the fact that distribution channel persuades customers to buy Company Products
4. To have a look at problem those are common to channel of distribution
5. To identify how Company Image can be built through distribution channel
6. To establish that the distribution channel Increases Company Sales Values

1.4 SIGNIFICANT OF THE STUDY

The relevance of this study is derived from the economic depression recounted in Nigeria recently which this seriously affected the distribution marketing of goods and service of many manufacturing companies - there is need to direct research attention of the problem above.

The results obtained from this research finding will spur the company to a greater efficiency in term of distribution of their goods and service other is the manufacturing sectors will be more serious to embark on the decision that will help in improving their channel of distribution - the study will also broaden the frontiers of knowledge on the distribution as a subject.

1.5 SCOPE AND LIMITATION OF THE STUDY

To ensure effective performance of any company the management of its distribution channels is important howbeit after hung to cover all bottling companies would be impracticable as a result of the differences in their channels of distribution - As a result of this, I will be using Nigeria Bottling Company Plc (badagry branch).

The research work will be concentrated on how they distributed their product to the final and various Consumer through different channels which may be such as from manufacturer - wholesaler - retailer final consumer - furthermore this study cover to middlemen because they said to how the Company product are being distributed and the retailer consumers of the company's product could not be excluded.

1.6 RESEARCH QUESTIONS

1. How effective are the inventory management practices at Nigerian Bottling Company Plc in minimizing stock-related issues such as overstocking and understocking?

2. What is the relationship between inventory management practices and production efficiency at Nigerian Bottling Company Plc?
3. What are the major challenges faced by Nigerian Bottling Company Plc in managing its inventory?
4. How does the use of technology impact inventory management practices at Nigerian Bottling Company Plc?

1.7 RESEARCH HYPOTHESES

H0: Effective distribution practices at Nigerian Bottling Company Plc significantly minimize stock-related issues such as overstocking and understocking. H1: Effective distribution practices at Nigerian Bottling Company Plc do not significantly minimize stock-related issues such as overstocking and understocking.

H0: There is a significant relationship between effective distribution channels practices and production efficiency at Nigerian Bottling Company Plc. H1: There is no significant relationship between effective distribution practices and production efficiency at Nigerian Bottling Company Plc.

1.8 HISTORICAL BACKGROUND OF NIGERIA BOTTLING PLC

The first Nigerian bottling plant was commissioned in 1953 operating within the basement of present maintain lane Hotel as Ebute-Metta Lagos. It was to be the beginning of an existing story of growth and development particularly during the 45 years with staff Strength of about 10,000 workers in all fields of operations all over the country.

Nigerian Bottling Company is Nigeria number one bottler of soft drinks selling more than million bottles of growing in order to increase sales the company established efforts in major cities between 1953 and 1955 in 1955 the Company established a new plant in Kano to provide service to the North then States. The 1970s era approximately be discowned as a decade of expansion for the Nigerian bottling company a plant was opened at Benin of the bottling company a plant was followed in 1972 and 1973 Commissioned of the Ibadan and Aba plant respectively Another plant was opened in Ibadan 1978 and one in Badagry 1979 Fanta is by the number one best Seller in orange segment and Sprite the most widely sold lemon-line drive in Nigeria other product both sold by Nigerian bottling company include Fanta tone and frost-bitter-lemon 35 letter Fanta Chairman was introduced on 4th July 1995 this soft coke was introduced to Ibadan on Sunday 7th January 1996 to cater for income earners also the new coke Fanta and other was introduced a recently product cake is another Product introduced to the market from product.

The success of Coca-Cola has brought within the development of a number of sister companies all contributed to the growth of Nigeria economy the Regal gloss glass company its tightled was incorporated in 1974 and Supplies the million of bottles to keep a large bottling company in operation also the Crown to seal the bottles.

In 1958 the First Carbon dioxide Plant was established and Nigeria bottling company Plc is the target manufacture of Carbon dioxide used to Carbonate the drinks.

1.9 DEFINITION OF TERMS

Management consists many terms in which research manufacturing concern peculiar to define for easy understanding by individual organization/institution or government staff who wish to make use of the project.

1.MANAGEMENT: Management means getting things done through people or as an act of making resources productive. The management is made of either planning organization controlling directing it is obvious that can make resources productive without those functions.

2.DISTRIBUTION: Distribution is the pathway through which goods and services flow move from producer to consumer in order to allow customer get satisfied and toward the realization of the company objectives distribution involves lot of related activities that facilitates the movement of goods and services as from the producers and to the point of consumption.

3.CHANNEL: Channel in business organization could be define as the combination of institutions through which a seller markets his final goods the institutions comprises of middle men such as wholesaler, retailer, agencies, brokers facilities this is path between manufacturing and consumer.

4.DISTRIBUTION POLICY: This is intensity of purchaser course of exposure a product should get.

5.MARKETING INTERMEDIARY: These are marketing institution or channel member that are responsible for transfer of goods and service from the problems to the final consumers.

6. AGENT: These are marketing intermediaries that make arrangement on behalf of a firm for buying and selling of the company product under specified agreement they neither own nor take possession of the merchandise they sell to wholesales or retail customers.

7. DIRECT SALES: This is method of distributing involving the selling of goods and services directly to customers or end users.

CHAPTER TWO
LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviews existing literature on the role of effective distribution in customer satisfaction, focusing on the beverage industry and Nigeria Bottling Company Plc. It covers key concepts such as distribution strategies, delivery efficiency, product availability, and customer service. The review also examines relevant theories and empirical studies that highlight the relationship between distribution practices and customer satisfaction.

The aim is to provide a theoretical foundation for the study and identify gaps in the current research, particularly within the context of Nigeria's distribution challenges. The following sections explore these aspects in detail.

2.2.1 CONCEPT OF DISTRIBUTION IN MARKETING

Distribution in marketing refers to the comprehensive process through which goods and services move from the point of production to the point of consumption. It involves a coordinated system of intermediaries, logistics operations, and infrastructure aimed at ensuring that products reach the final consumer efficiently and effectively. This system includes not only physical movement but also ownership transfer, risk bearing, financing, information flow, and after-sales support. The ultimate aim of distribution is to close the gap between production and consumption by making products available at the right time, place, quantity, and cost. Without an effective distribution system, even the best products may not reach customers when and where they are needed (Kotler & Keller, 2022).

In marketing theory, distribution forms one of the foundational pillars of the marketing mix—commonly referred to as the 4Ps: Product, Price, Place, and Promotion. The "Place" aspect is what defines the distribution strategy of a business. A firm's ability to strategically position its products through a well-structured distribution network directly influences its market reach, brand perception, and customer loyalty. Distribution channels can be classified broadly into two categories: direct channels, where the producer sells directly to the consumer, and indirect channels, which involve intermediaries such as wholesalers, agents, and retailers. Each type of channel has advantages and disadvantages, depending on the product type, market structure, and customer expectations (Blythe, 2023; Baines, Fill & Page, 2023).

Furthermore, effective distribution goes beyond just getting the product into stores—it also ensures the product is consistently available, conveniently located, and in good condition. Inconsistencies in the distribution process often lead to stockouts, customer dissatisfaction, and eventual loss of market share. For fast-moving consumer goods (FMCGs), such as those produced by Nigeria Bottling Company Plc, the distribution system must be highly responsive and agile due to the perishable nature of some beverages and the high volume of daily consumption. An efficient distribution chain enables such companies to meet

customer demands promptly while reducing operational costs and inventory holding times (Christopher, 2022).

In highly competitive markets, companies leverage distribution strategies as a source of competitive advantage. Businesses that invest in strong logistics, efficient warehousing, fast transportation, and well-managed inventory systems are better positioned to fulfill customer expectations and sustain long-term loyalty. For example, a well-executed distribution strategy can allow a firm to serve remote or underserved locations, thus expanding its customer base and increasing sales. In the Nigerian context, challenges such as poor road infrastructure, insecurity, and fuel scarcity often complicate distribution operations. Companies must therefore innovate continuously and partner with capable logistics providers to maintain supply chain continuity and customer satisfaction (Adeleke, 2020).

Moreover, technology plays a vital role in modern distribution systems. The integration of digital tools such as Enterprise Resource Planning (ERP) systems, Geographic Information Systems (GIS), and Customer Relationship Management (CRM) platforms allows businesses to forecast demand, plan optimal delivery routes, and monitor product movement in real-time. These advancements have made distribution systems more data-driven, transparent, and efficient. Nigeria Bottling Company Plc, for example, has increasingly adopted smart logistics solutions to improve product availability and enhance the customer experience. This digital transformation not only reduces costs but also enables real-time decision-making and better service delivery (Rushton, Croucher & Baker, 2017).

Ultimately, the success of any marketing strategy is incomplete without a functional distribution system. Distribution forms the bridge between marketing promise and customer experience. Regardless of the quality or uniqueness of a product, customers judge a company based on how reliably and quickly they can access it. Effective distribution, therefore, is not just a back-end function—it is a strategic element of customer satisfaction and business growth (Jobber & Ellis-Chadwick, 2019).

2.2.2 SCOPE OF DISTRIBUTION CHANNELS

Distribution channels refer to the pathways through which goods and services travel from the manufacturer to the final consumer. These channels encompass a variety of intermediaries such as agents, wholesalers, distributors, and retailers who play crucial roles in ensuring the availability and accessibility of products in the marketplace. The scope of distribution channels is broad and dynamic, influenced by factors such as the nature of the product, consumer behavior, technological advancements, and market conditions. A well-defined distribution channel determines the efficiency with which products reach consumers, and it significantly affects a company's market penetration and customer satisfaction (Kotler & Keller, 2022).

There are three main levels in the distribution channel structure: **zero-level (direct)** channels, **one-level**, and **multi-level (indirect)** channels. In a zero-level channel, the producer sells directly to the consumer without intermediaries, as seen in online sales or company-owned outlets. A one-level channel may

involve a retailer, while multi-level channels could include wholesalers and retailers. The scope of distribution also involves **channel length**, **channel intensity** (intensive, selective, or exclusive), and **channel width**, depending on the target market and distribution strategy. Each configuration is designed to meet specific market requirements, balancing cost, speed, and product availability (Blythe, 2023).

The scope of distribution channels is not limited to physical goods alone—it extends to services, digital products, and hybrid offerings. In service industries, distribution focuses on the delivery process, service points, and customer convenience. For digital products such as e-books or software, distribution may occur entirely online, requiring a different logistics and marketing approach. In FMCG industries such as Nigeria Bottling Company Plc, physical distribution channels dominate due to the tangible and perishable nature of products. The company relies on a network of depots, wholesalers, and retailers to ensure timely delivery and widespread availability across urban and rural areas (Christopher, 2022).

The scope also includes **channel management activities**, such as recruitment and motivation of channel members, conflict resolution, performance monitoring, and support services like credit, training, and promotional tools. A company must choose its channel partners wisely, develop long-term relationships, and maintain mutual trust to ensure consistent customer satisfaction. Channel members not only help in physical delivery but also in providing market feedback, expanding customer base, and enhancing brand visibility (Jobber & Ellis-Chadwick, 2019).

Technological advancements have expanded the scope of distribution channels through **e-commerce, mobile marketing, and omnichannel strategies**. Companies now combine traditional brick-and-mortar retail with digital platforms to offer a seamless customer experience. In Nigeria, the use of mobile apps, WhatsApp for Business, and social media has become a popular tool for distribution, especially in urban centers. Businesses like Nigeria Bottling Company are gradually embracing digitized logistics solutions, route optimization tools, and automated inventory systems to streamline their supply chains and improve service delivery (Rushton, Croucher & Baker, 2017).

In addition, the scope of distribution channels is increasingly influenced by external environmental factors such as economic conditions, government regulations, infrastructure development, and consumer preferences. For example, poor road networks or fuel scarcity in Nigeria can significantly impact delivery timelines and stock availability, thereby affecting customer satisfaction. Companies must therefore adapt their distribution strategies to align with prevailing market realities and consumer expectations (Adeleke, 2020).

2.2.3 TYPES OF DISTRIBUTION STRATEGIES

Distribution strategies are the approaches that companies adopt to make their products available to consumers in the most effective and efficient way. These strategies are crucial components of a firm's overall marketing plan, as they directly affect the reach, accessibility, and delivery speed of products to

the final consumer. Choosing the appropriate distribution strategy depends on several factors, including the nature of the product, market characteristics, cost considerations, competition, and customer preferences. Effective distribution strategies enhance customer satisfaction by ensuring that products are available in the right place, at the right time, and in the right quantity (Kotler & Keller, 2022).

There are generally three major types of distribution strategies: **intensive distribution**, **selective distribution**, and **exclusive distribution**.

1. Intensive Distribution: This strategy aims to distribute products through as many outlets as possible. It is commonly used for fast-moving consumer goods (FMCGs) such as soft drinks, snacks, and toiletries. The goal is to maximize product availability and consumer convenience. For a company like Nigeria Bottling Company Plc, intensive distribution is ideal because of the high demand and regular consumption of its products like Coca-Cola, Fanta, and Sprite. The company ensures widespread distribution through supermarkets, kiosks, restaurants, convenience stores, and street vendors. This strategy enhances brand visibility and increases sales volume (Blythe, 2023).

2. Selective Distribution: Selective distribution involves using a limited number of intermediaries to sell a product within a specific geographic area. This strategy allows companies to maintain better control over the brand and distribution process while still reaching a substantial market. It is commonly used for electronics, clothing, and furniture. Through selective distribution, companies can establish stronger relationships with retailers and ensure higher service standards. While Nigeria Bottling Company primarily uses intensive distribution, it may also engage in selective distribution when dealing with specific vendors or large chain stores that require tailored service and exclusive deals (Jobber & Ellis-Chadwick, 2019).

3. Exclusive Distribution: Exclusive distribution is the most restrictive form of distribution strategy, where a manufacturer gives the rights to distribute its products to only one or very few intermediaries in a particular area. This approach is often used for luxury products, high-end automobiles, and specialty goods. The aim is to preserve brand prestige, ensure quality control, and maintain strong dealer relationships. Although it is not suitable for all types of products, exclusive distribution helps in building brand loyalty and ensuring a consistent customer experience. In certain contexts, such as supplying products to high-end hospitality clients or select regions with unique logistic requirements, Nigeria Bottling Company might use elements of exclusive distribution (Christopher, 2022).

In addition to these three traditional strategies, businesses today are increasingly adopting **hybrid and omnichannel distribution strategies**, blending online and offline channels to meet evolving customer demands. Omnichannel distribution ensures customers can order products through various platforms—such as physical stores, mobile apps, or e-commerce websites—and receive consistent service quality. With the advancement of technology and changes in consumer behavior, adopting such modern strategies has become essential for companies to stay competitive and maintain customer satisfaction (Rushton, Croucher & Baker, 2017).

Ultimately, the choice of a distribution strategy affects not just the availability of the product but also the brand image, customer satisfaction, and overall competitiveness of a business. Companies must regularly review and adapt their distribution strategies in response to changes in consumer preferences, market conditions, and technological advancements (Adeleke, 2020).

2.2.4 FUNCTIONS AND ROLES OF DISTRIBUTION IN BUSINESS OPERATIONS

Distribution plays a vital role in the overall operations of a business by ensuring that goods and services are delivered efficiently and effectively from the point of production to the final consumer. It acts as the bridge between production and consumption, ensuring that products are available where and when they are needed. In business operations, particularly in the fast-moving consumer goods (FMCG) sector, distribution is not just a logistical function but a strategic tool that supports market penetration, enhances customer satisfaction, and sustains competitive advantage (Kotler & Keller, 2022).

One of the primary **functions of distribution** is **product movement**. This involves the physical transportation of goods from manufacturers to various intermediaries or directly to the end users. Efficient transportation ensures timely delivery, reduces stockouts, and builds trust between the business and its customers. For a company like Nigeria Bottling Company Plc, which distributes perishable beverage products, effective product movement through well-coordinated logistics and transport systems is essential for maintaining product freshness and meeting market demand (Christopher, 2022).

Another key function is **product storage and inventory management**. Distribution involves storing products in strategically located warehouses and depots to meet demand fluctuations and minimize delays. Proper warehousing allows businesses to maintain adequate stock levels and respond promptly to customer orders. In the case of Nigeria Bottling Company Plc, the use of regional distribution centers ensures that its products are readily available across wide geographical areas, thereby enhancing responsiveness and customer satisfaction (Rushton, Croucher & Baker, 2017).

Distribution also plays a crucial role in **order fulfillment and customer service**. Efficient distribution channels support accurate order processing, packaging, and delivery, which are critical for meeting customer expectations. Companies that consistently deliver products in good condition and on time tend to enjoy higher customer loyalty. In this regard, distribution serves as a frontline touchpoint that directly influences how customers perceive the brand (Jobber & Ellis-Chadwick, 2019).

Furthermore, **distribution facilitates market coverage and accessibility**. Through the use of various intermediaries—such as wholesalers, distributors, and retailers—a business can extend its reach to multiple customer segments across different regions. This is particularly important in a diverse market like Nigeria, where urban and rural consumption patterns differ. Nigeria Bottling Company Plc leverages both formal and informal retail networks to ensure that its beverages are accessible even in remote communities, thereby reinforcing its market leadership (Blythe, 2023).

An often overlooked but equally important function is **information gathering and feedback**. Distributors and retailers serve as critical links in collecting market intelligence regarding customer preferences, competitor activities, and product performance. This feedback loop helps companies refine their marketing strategies, improve product offerings, and make data-driven decisions. For example, distributors can alert Nigeria Bottling Company to shifts in consumer tastes or identify areas where supply inconsistencies are affecting sales (Adeleke, 2020).

Distribution also contributes to **cost efficiency and operational effectiveness**. When managed properly, distribution reduces operational costs by optimizing transportation routes, consolidating shipments, and automating warehouse operations. These efficiencies allow companies to offer competitive prices, which can improve customer satisfaction and loyalty. Moreover, distribution systems that integrate technology— such as real-time tracking and demand forecasting—further enhance productivity and service delivery (Christopher, 2022).

Lastly, distribution is essential in **brand positioning and image building**. Reliable and widespread distribution enhances a brand's visibility and reputation in the market. Consumers tend to associate readily available products with reliability and value. For Nigeria Bottling Company Plc, being present in virtually every neighborhood store, kiosk, and event gives its products top-of-mind awareness, further cementing the company's brand equity (Kotler & Keller, 2022).

2.2.5 DISTRIBUTION NETWORK STRUCTURE IN THE BEVERAGE INDUSTRY

The distribution network structure in the beverage industry is a critical framework that governs how products move from manufacturers to the end consumers. It encompasses a series of interconnected stakeholders, facilities, and processes designed to ensure the efficient flow of goods. In the beverage sector, which typically deals with high-volume, fast-moving consumer goods (FMCGs), the structure of distribution networks directly affects product availability, market reach, and ultimately customer satisfaction (Kotler & Keller, 2022). The network may include primary manufacturing plants, regional warehouses, wholesalers, retailers, and various logistical partners that coordinate deliveries across multiple sales channels.

A robust distribution network in the beverage industry is often multi-tiered, involving both direct and indirect channels. Direct channels refer to the delivery of goods from manufacturers directly to retailers or final consumers, typically used in modern trade environments such as supermarkets and large retail chains. Indirect channels, on the other hand, involve intermediaries like distributors and wholesalers, which are common in traditional trade segments such as small shops, kiosks, and street vendors. This mixed approach allows companies like Nigeria Bottling Company Plc to serve both urban and rural markets efficiently, accommodating varying levels of demand and infrastructure (Christopher, 2022).

Regional distribution centers (RDCs) play a strategic role in the beverage industry's network structure. These centers serve as hubs that aggregate stock from the manufacturing plants and redistribute it to wholesalers, retail outlets, or sub-distribution points. Nigeria Bottling Company Plc, for example, operates a decentralized system where each region, including Ibadan, has its own set of warehouses and logistic frameworks to ensure swift service delivery. This model reduces delivery time, optimizes inventory management, and minimizes transportation costs, which collectively enhance customer satisfaction and responsiveness to market demand (Rushton, Croucher & Baker, 2017).

The structure of distribution networks is also heavily influenced by geographical and socio-economic factors. In a country like Nigeria, where road infrastructure and regional accessibility vary widely, beverage companies must design flexible and resilient distribution structures. This often includes the use of third-party logistics providers (3PLs), independent transporters, and local sub-distributors to penetrate hard-to-reach areas. In Ibadan and other parts of the South-West, NBC Plc leverages these adaptable models to ensure consistent availability of its products, even in informal and low-income markets (Adeleke, 2020).

Technology integration is another defining feature of modern distribution networks in the beverage industry. The use of Enterprise Resource Planning (ERP) systems, Geographic Information Systems (GIS), and digital route planning tools enhances visibility and coordination across the entire network. These technologies enable real-time inventory tracking, automated stock replenishment, and efficient delivery scheduling. For companies like Nigeria Bottling Company Plc, this not only increases operational efficiency but also builds a more reliable and transparent supply chain, which is critical for meeting evolving customer expectations (Jobber & Ellis-Chadwick, 2019).

In addition, strategic partnerships with retail and wholesale networks form a backbone of the beverage industry's distribution model. Establishing strong relationships with large retailers, regional wholesalers, and micro-distribution agents ensures that products are distributed widely and efficiently. These partners often act as brand ambassadors, promoting the products and helping to drive sales at the grassroots level. For Nigeria Bottling Company Plc, engaging and empowering these partners through training, promotional support, and incentives has been crucial in maintaining a consistent presence in both formal and informal markets (Blythe, 2023).

The structure of a distribution network in the beverage industry must be agile, scalable, and customer-centric. It must accommodate fluctuations in demand, seasonal variations, and emergency disruptions such as road blockages or fuel scarcity. A well-structured distribution network not only ensures product availability but also reinforces brand loyalty by fulfilling customer needs promptly and reliably. As observed in Nigeria Bottling Company Plc's distribution strategy, the efficiency and reach of its network have become critical success factors in maintaining its market leadership and delivering customer satisfaction across diverse regions (Kotler & Keller, 2022).

2.2.6 DETERMINANTS OF CUSTOMER SATISFACTION

Customer satisfaction is a multi-dimensional construct that reflects a customer's overall evaluation of their experience with a product or service. In the context of the beverage industry, and particularly for companies like Nigeria Bottling Company Plc, understanding what drives customer satisfaction is crucial for maintaining market relevance and loyalty. One of the core determinants of customer satisfaction is **product availability**. When customers can easily access products in their preferred locations, at the right time, and in the desired quantity, it increases their perception of the brand's reliability and responsiveness (Kotler & Keller, 2022). Inadequate distribution or frequent stock-outs often result in customer dissatisfaction, brand switching, and revenue loss.

Another important determinant is **timeliness of delivery**. Especially in the FMCG sector where consumer demand is fast-paced and continuous, timely distribution plays a vital role in maintaining customer satisfaction. Delays in restocking retailers, or inefficient last-mile delivery systems, can frustrate customers and reduce their likelihood of repeat purchases. For instance, Nigeria Bottling Company's ability to deliver Coca-Cola products across urban and rural areas with minimal delays contributes significantly to customer retention and satisfaction (Christopher, 2022). Timeliness, therefore, is not just a logistics metric but a strategic element of customer experience.

Product quality and consistency also rank high among the determinants of customer satisfaction. While distribution ensures that products reach the consumer, the consistency in taste, packaging, and shelf life across all distribution points reinforces trust in the brand. If consumers receive damaged, expired, or inconsistent products due to poor handling or storage in the distribution chain, their satisfaction and perception of the brand decline sharply. Maintaining quality during transportation and ensuring proper inventory turnover are thus essential responsibilities within the distribution framework (Blythe, 2023).

Customer service and after-sales support further influence satisfaction levels. In a competitive market, companies must ensure that customer complaints—whether about delivery times, product issues, or availability—are resolved quickly and professionally. An efficient distribution system that includes communication channels for feedback, prompt responses, and corrective actions helps build customer trust and loyalty. Nigeria Bottling Company, for instance, uses regional representatives to monitor distribution activities and respond to retailer and consumer complaints, ensuring high service standards across the supply chain (Jobber & Ellis-Chadwick, 2019).

Price stability and fairness also impact customer satisfaction. When a product is distributed efficiently, it reduces handling and logistics costs, which in turn can keep prices stable for end-users. Irregular distribution often leads to artificial scarcity, hoarding, and price hikes by intermediaries, especially in regions with limited competition. A well-managed distribution system minimizes such risks and promotes equitable access, contributing to customers' positive perception of value (Kotler & Armstrong, 2022).

Additionally, **convenience and accessibility** play vital roles in shaping satisfaction. This includes not just physical access to the product, but also the ease with which customers can purchase it—whether from supermarkets, roadside kiosks, or vending machines. The more widespread and convenient the access

points, the higher the level of satisfaction experienced by consumers. For a mass-market brand like Nigeria Bottling Company Plc, ensuring widespread availability in both high-traffic and remote locations is key to meeting diverse consumer needs (Adeleke, 2020).

In sum, customer satisfaction is influenced by a combination of distribution-related and non-distribution-related factors. However, the distribution system serves as a foundation upon which other customer experience elements rest. When distribution is effective—ensuring availability, timeliness, affordability, and accessibility—it creates a strong platform for sustained customer satisfaction and loyalty in the beverage industry (Christopher, 2022).

2.2.7 IMPORTANCE OF TIMELY DELIVERY IN CUSTOMER SATISFACTION

Timely delivery is a fundamental pillar in ensuring customer satisfaction, particularly in the fast-moving consumer goods (FMCG) sector, where product demand is frequent and time-sensitive. For companies like Nigeria Bottling Company Plc, the ability to consistently deliver beverages within the expected timeframe plays a significant role in how customers perceive their reliability and professionalism. When deliveries are made promptly, it reduces waiting time, prevents stockouts at retail points, and enhances the overall consumer experience (Christopher, 2020). Timely delivery reinforces customer trust and positions the company as dependable in a competitive market.

From a supply chain management perspective, timely delivery also affects the operational efficiency of downstream partners such as wholesalers and retailers. Inconsistent or late deliveries can disrupt inventory planning, cause lost sales opportunities, and erode customer loyalty. For example, when retail outlets run out of Coca-Cola products due to delayed supply, customers may switch to competing brands, leading to revenue loss and weakened brand loyalty (Kotler & Keller, 2022). Thus, the effectiveness of distribution is directly linked to the ability to meet customers' expectations in terms of product availability at the right time and place.

Furthermore, timely delivery contributes to brand equity by reinforcing a positive image in the minds of customers. In the beverage industry, where consumption is often impulsive or situational (e.g., parties, events, or hot weather), the availability of chilled, fresh products at the moment of need can enhance customer delight and encourage repeat purchases. Nigeria Bottling Company's ability to deploy logistics assets such as delivery trucks, distribution centers, and regional agents enables timely responses to demand fluctuations across urban and rural areas (Jobber & Ellis-Chadwick, 2019).

The digitalization of logistics and tracking systems also enhances timely delivery by providing real-time information to both distributors and customers. Technologies such as route optimization, order tracking, and predictive inventory management reduce the risk of delivery failures and improve the responsiveness of distribution networks. By integrating technology into its logistics system, Nigeria Bottling Company can enhance visibility and transparency, ensuring timely deliveries that meet or exceed customer

expectations (Bowersox et al., 2020). This kind of agility is essential in today's competitive and fast-paced markets.

Timely delivery is also critical for managing **customer satisfaction metrics** such as delivery lead time, order accuracy, and service reliability. Studies have shown that customers are more likely to remain loyal to a brand that not only meets quality expectations but also respects delivery commitments. In fact, service failures resulting from late deliveries can significantly damage brand reputation unless effective recovery measures are implemented (Kotler & Armstrong, 2017). Therefore, time-sensitive logistics should be considered a strategic tool for enhancing customer satisfaction and not merely an operational necessity.

2.2.8 TECHNOLOGY AND INNOVATION IN DISTRIBUTION SYSTEMS

The integration of technology and innovation in distribution systems has revolutionized how companies manage logistics and meet customer expectations. In the beverage industry, where Nigeria Bottling Company Plc operates, the use of advanced technologies in distribution is not only a competitive advantage but also a key enabler of efficient operations and customer satisfaction. One of the most notable innovations in distribution is the use of **enterprise resource planning (ERP) systems**. These integrated systems allow companies to manage and streamline their entire supply chain process, from raw material procurement to final product delivery. By improving inventory management, demand forecasting, and order processing, ERP systems help ensure timely deliveries and reduce the risk of stockouts or overstocking, which can lead to customer dissatisfaction (Laudon & Laudon, 2017).

Additionally, **advanced transportation management systems (TMS)** play a critical role in optimizing delivery routes and schedules, ensuring that products are delivered to customers on time and in the most cost-effective manner. These systems use data analytics and real-time tracking to monitor the movement of goods, allowing distribution managers to make adjustments to routes and schedules as necessary. For Nigeria Bottling Company, leveraging such technologies not only ensures faster deliveries but also reduces operational costs, helping to maintain affordable pricing while meeting customer demand (Bowersox et al., 2023). The use of TMS enhances supply chain visibility, enabling the company to anticipate and resolve potential delivery issues before they impact customer satisfaction.

Automation and **robotics** are also playing an increasingly important role in modern distribution systems. In warehouses, automated systems, such as conveyor belts, robotic pickers, and sorting machines, are used to speed up the order fulfillment process, reducing the time it takes to prepare products for dispatch. For companies like Nigeria Bottling Company, which operate in a highly competitive market, such innovations not only increase operational efficiency but also improve the accuracy of deliveries, which directly affects customer satisfaction. Automated distribution centers reduce human error, streamline inventory control, and improve the overall responsiveness of the distribution network (Christopher, 2022).

Furthermore, **digital platforms and e-commerce integration** are transforming how beverage companies interact with customers and manage their distribution networks. The rise of online ordering and direct-to-

consumer models has introduced a new layer of complexity to distribution systems. To stay competitive, companies like Nigeria Bottling Company are incorporating digital platforms that facilitate real-time orders from both consumers and retailers. These platforms not only streamline order processing but also provide valuable data on consumer preferences and buying patterns, allowing the company to tailor its distribution strategies more effectively. Innovations such as mobile apps for customer ordering, online payment systems, and digital invoicing contribute to a seamless customer experience, which can improve satisfaction (Kotler & Keller, 2022).

The use of **big data analytics** in distribution systems is another game-changer. By collecting and analyzing large volumes of data from various touchpoints, companies can gain valuable insights into customer behavior, market trends, and supply chain performance. Nigeria Bottling Company Plc can use big data to forecast demand more accurately, plan distribution routes efficiently, and identify potential problems in the supply chain. Predictive analytics, for example, can help forecast sales spikes due to weather events or holidays, enabling proactive adjustments to the distribution strategy. The ability to make data-driven decisions significantly enhances the responsiveness of the distribution system, leading to better customer satisfaction (Chong et al., 2017).

Finally, **sustainability innovations** are increasingly influencing distribution strategies, especially in companies aiming to reduce their environmental footprint. In response to growing consumer demand for eco-friendly practices, distribution systems are incorporating energy-efficient vehicles, recyclable packaging, and sustainable supply chain practices. By adopting green logistics strategies, Nigeria Bottling Company Plc not only meets regulatory requirements and consumer expectations but also differentiates itself as a socially responsible brand. Such innovations in distribution not only benefit the environment but also enhance customer loyalty by aligning the company's values with those of environmentally conscious consumers (Seuring & Müller, 2008).

Technology and innovation are pivotal in enhancing the efficiency and effectiveness of distribution systems, directly impacting customer satisfaction. The use of ERP systems, TMS, automation, digital platforms, big data analytics, and sustainability practices are all key enablers of an optimized distribution network. For Nigeria Bottling Company Plc, staying at the forefront of these technological advancements ensures that it can meet consumer demands promptly, efficiently, and sustainably, all of which contribute to superior customer satisfaction and long-term business success.

2.2.9 CHALLENGES AFFECTING DISTRIBUTION IN NIGERIA

The distribution of products within Nigeria faces several significant challenges, many of which are rooted in the country's infrastructural, economic, and socio-political context. For companies like Nigeria Bottling Company Plc, these challenges can directly affect their ability to deliver products to customers in a timely and cost-efficient manner, ultimately influencing customer satisfaction. One of the most pressing issues is

poor infrastructure, particularly in terms of road networks and transportation systems. The lack of well-maintained roads, especially in rural areas, can cause delays in delivery schedules and increase transportation costs. Nigeria's road network, which is often plagued by potholes, inadequate signage, and frequent traffic jams, creates bottlenecks that hinder efficient distribution. This impacts businesses relying on road transport to distribute their goods to retailers and customers, leading to stockouts, delayed deliveries, and dissatisfied customers (Fagbenle & Onibokun, 2020).

In addition to infrastructural challenges, **security concerns** in Nigeria present a significant threat to the smooth functioning of distribution networks. Armed robbery, vandalism, and civil unrest often disrupt supply chains, especially in regions prone to conflict or with inadequate law enforcement. Distribution vehicles and goods are sometimes targeted by criminals, leading to losses in inventory and increased costs for the company to recover from such disruptions. For instance, Nigeria Bottling Company and other FMCG businesses face higher security costs to protect their fleets and warehouses, which, in turn, affects their overall distribution efficiency and can negatively impact customer satisfaction (Akintoye & Gbadamosi, 2018).

Another significant challenge is **poor power supply**, which affects the ability of businesses to maintain their distribution infrastructure. Electricity outages are frequent in Nigeria, impacting the smooth operation of cold storage facilities, warehouses, and production units. In the beverage industry, where products need to be stored and transported under temperature-controlled conditions, unreliable power supply can result in the spoilage of perishable goods, delays in delivery, and an increase in operational costs. Nigeria Bottling Company, which produces carbonated drinks and other beverages, requires a constant and stable power supply to maintain product quality and ensure that products reach retailers in optimal condition (Adetunji, 2019).

The **complex regulatory environment** in Nigeria also poses challenges to distribution. The country's regulatory framework is often inconsistent and subject to frequent changes, making it difficult for businesses to plan and execute distribution strategies effectively. Compliance with various local and national regulations regarding import duties, taxes, and quality standards can lead to delays in the movement of goods and increased costs. In some cases, businesses face difficulties navigating the bureaucratic red tape, which results in inefficiencies and longer lead times in distribution. Nigeria Bottling Company must frequently engage with regulatory authorities to ensure compliance, adding layers of complexity to the distribution process (Fayomi & Ogunyemi, 2020).

Additionally, **logistical inefficiencies** such as a lack of real-time tracking systems and limited supply chain visibility further complicate the distribution process. Without access to accurate, real-time data on inventory levels, order status, and delivery progress, businesses face challenges in managing their supply chains effectively. Delays or errors in inventory management often lead to stockouts, which frustrate customers and lead to lost sales opportunities. Inadequate systems for tracking shipments also reduce the ability to respond quickly to disruptions in the supply chain, undermining customer satisfaction. As

Nigeria Bottling Company and other businesses seek to expand their reach, the lack of robust logistical infrastructure hampers their ability to serve customers efficiently (Christopher, 2022).

Lastly, **economic instability** and **high inflation rates** in Nigeria contribute to rising costs of goods and services, including transportation, raw materials, and labor. Fluctuations in the exchange rate also affect the cost of importing raw materials or finished products, putting further pressure on distribution costs. These economic challenges often lead to price hikes, which, when passed onto customers, may cause dissatisfaction, particularly in a market where consumers are price-sensitive. The combined effect of economic instability and high inflation creates an environment where companies must constantly adapt their pricing and distribution strategies to remain competitive while managing cost pressures (Obi, 2020).

In conclusion, the challenges affecting distribution in Nigeria are multifaceted and can significantly impact the ability of companies like Nigeria Bottling Company Plc to deliver products effectively and meet customer expectations. These challenges include poor infrastructure, security concerns, power supply issues, regulatory complexities, logistical inefficiencies, and economic instability. Addressing these issues requires both government intervention and strategic innovation by companies in the distribution sector to enhance operational efficiency and ensure customer satisfaction.

2.3 THEORETICAL FRAMEWORK

The theoretical framework in this study explores several key concepts and models that help to understand the role of effective distribution in influencing customer satisfaction. Various theories and concepts are relevant to the study, including the **Channel Performance Theory**, the **Service Quality Theory**, and the **Distribution Network Theory**. These theories offer perspectives on how distribution systems can be optimized to enhance customer satisfaction and business performance.

2.3.1 Channel Performance Theory

The Channel Performance Theory, proposed by **Buzzell & Ortmeyer (2017)**, posits that the efficiency and effectiveness of a distribution channel directly affect the overall performance of an organization. According to this theory, the performance of a distribution channel is determined by several factors, including the quality of service, the speed of delivery, and the availability of the product. In the context of Nigeria Bottling Company Plc, effective distribution through well-established channels can lead to improved customer satisfaction by ensuring that products are consistently available at the right time and place. This theory highlights the importance of selecting, managing, and evaluating distribution channels to maintain high levels of customer satisfaction.

In a highly competitive market like Nigeria, the performance of distribution channels determines how well businesses can meet customer demands, as poor channel performance often results in delays, stockouts, and customer dissatisfaction. Thus, this theory suggests that companies need to carefully evaluate their distribution channels to optimize efficiency and maintain strong customer relationships (Buzzell & Ortmeyer, 2017).

2.3.2 Service Quality Theory

The **Service Quality Theory**, as articulated by **Parasuraman et al. (1985)**, emphasizes the importance of service delivery in achieving customer satisfaction. According to this theory, service quality is a key driver of customer satisfaction and loyalty. The theory identifies five key dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. When applied to distribution, these dimensions can be used to evaluate the effectiveness of the distribution process and its impact on customer satisfaction.

In the beverage industry, where Nigeria Bottling Company Plc operates, service quality is not only about the product itself but also about how quickly and reliably it reaches customers. This theory suggests that a company's distribution system must ensure that customers receive their products in good condition, on time, and as expected, all of which are integral to service quality. A well-structured distribution system contributes significantly to ensuring these qualities are consistently met, resulting in high levels of customer satisfaction (Parasuraman et al., 1985).

2.3.3 Distribution Network Theory

The **Distribution Network Theory**, proposed by **Heskett (2004)**, focuses on the structure and design of distribution networks as a critical element in enhancing service delivery and customer satisfaction. According to this theory, the design of the distribution network should take into account factors such as geographical reach, logistical capacity, and the alignment of distribution strategies with customer preferences. This theory highlights the importance of creating an optimal distribution network that connects suppliers, distributors, and customers in a way that maximizes efficiency, minimizes costs, and improves service quality.

For Nigeria Bottling Company Plc, implementing an efficient distribution network is essential to meet customer demand across diverse geographical regions. This theory suggests that an effective distribution network structure should allow businesses to achieve economies of scale, improve delivery times, and reduce the costs associated with the transportation and storage of goods, all of which contribute to customer satisfaction. Furthermore, a well-designed network enables businesses to respond more effectively to changes in customer preferences and market conditions (Heskett, 2004).

2.4 EMPIRICAL FRAMEWORK

Numerous studies have examined the role of distribution strategies in shaping customer satisfaction. According to Ogunyemi & Adedeji (2017), efficient distribution channels enhance customer satisfaction by ensuring that products are delivered on time and in the right quantities. Their research on the Nigerian retail sector found that businesses that invested in effective distribution systems and logistics networks experienced higher customer satisfaction, primarily due to the timely delivery of products. This finding is particularly relevant for Nigeria Bottling Company Plc, as it operates in a highly competitive market where consumer expectations are increasingly shaped by service delivery.

In a similar vein, Fagbenle et al. (2020) explored the role of distribution networks in multinational corporations within Nigeria. The study found that companies like Nigeria Bottling Company Plc that prioritize customer-centric distribution strategies are more likely to enjoy competitive advantages. Customers value fast and reliable service, and efficient distribution channels directly contribute to meeting these expectations. Therefore, distribution effectiveness is not only important for operational efficiency but also for maintaining customer loyalty and satisfaction (Fagbenle et al., 2020).

Technology has been widely acknowledged as a major factor in enhancing distribution efficiency and customer satisfaction. Adebayo & Adetunji (2019) conducted a study on the impact of technology adoption in distribution networks within the Nigerian beverage industry. They found that the use of advanced logistics technology, such as real-time tracking systems, automated warehousing, and route optimization tools, significantly improved delivery accuracy and speed, leading to increased customer satisfaction. By employing technology to track deliveries and manage inventories, Nigeria Bottling Company Plc can better meet customer expectations for timely and accurate service.

Furthermore, Akinlade & Ganiyu (2021) explored the use of e-commerce platforms and digital tools in distribution channels for beverage companies in Nigeria. They found that businesses that integrated technology into their distribution systems were able to streamline their operations, reduce delivery times, and offer more reliable services to customers. These findings underline the importance of incorporating modern technological solutions into distribution strategies to improve customer experience and satisfaction (Adebayo & Adetunji, 2019).

Logistics management is critical to the effectiveness of distribution systems, and its direct relationship to customer satisfaction has been examined in several studies. Adeyemi & Iyanda (2020) analyzed logistics practices in the Nigerian beverage industry and found that effective logistics management led to timely deliveries, reduced stockouts, and better product availability. These factors, in turn, contributed to higher customer satisfaction levels. The study emphasized the need for businesses to continuously evaluate their logistics processes, as logistical failures such as delayed deliveries and inventory shortages can significantly harm customer relationships.

Ogunyemi & Salami (2020) explored the influence of logistics systems on customer satisfaction in the Nigerian consumer goods sector. Their findings indicated that companies that adopted efficient inventory management practices, improved transportation systems, and coordinated their logistics networks effectively were more successful in meeting customer expectations. These findings are particularly important for Nigeria Bottling Company Plc, as its distribution system must be capable of addressing the diverse and demanding requirements of customers across various regions in Nigeria (Adeyemi & Iyanda, 2020).

Several studies have also highlighted the challenges faced by businesses in Nigeria's distribution landscape, which can directly affect customer satisfaction. Oluwatayo et al. (2019) examined the challenges of distribution in Nigeria and identified poor infrastructure, inadequate power supply, and

security concerns as major factors that hinder distribution effectiveness. The research pointed out that these issues lead to delays, increased costs, and ultimately a lower level of service quality, which negatively impacts customer satisfaction.

Additionally, Ogunbayo & Bakare (2020) studied the challenges in the distribution networks of multinational companies in Nigeria. They found that logistical bottlenecks, fuel shortages, and poor road conditions contributed to frequent delivery delays and damaged goods, further leading to customer dissatisfaction. This study is relevant for Nigeria Bottling Company Plc, as it faces similar challenges in its distribution operations across the country.

Customer satisfaction is also influenced by the perceived performance of a company's distribution system. Aremu & Ojo (2020) investigated how customers perceive the distribution practices of companies in Nigeria's fast-moving consumer goods sector. They found that customers who perceive a company's distribution system as efficient are more likely to be satisfied with the company's products and services. Factors such as prompt delivery, product availability, and reliable service were found to be key determinants of customer satisfaction. The study emphasized the importance of managing customer perceptions and maintaining consistent distribution performance to foster customer loyalty and satisfaction.

In line with this, Fagbenle & Adebisi (2019) found that customer perceptions of service quality and distribution efficiency were closely linked. Customers who had positive experiences with product availability and delivery were more likely to express higher satisfaction and recommend the company to others. These perceptions play a significant role in the reputation and success of distribution operations (Aremu & Ojo, 2020).

2.5 Gap in Literature

Despite the growing volume of research on distribution channels and customer satisfaction, significant gaps still exist in the literature, especially within the Nigerian manufacturing and beverage sectors. Most previous studies have largely focused on the general impact of marketing mix elements on customer behavior, with limited emphasis on distribution as a standalone factor influencing satisfaction. While some researchers have explored distribution strategies, their analyses were often limited to retail or fast-moving consumer goods sectors, without in-depth investigation into large-scale beverage manufacturing companies like Nigeria Bottling Company Plc.

Additionally, many of the existing studies lack geographical specificity, failing to account for regional market dynamics such as those present in Ibadan, Oyo State. There is also a noticeable absence of empirical studies that assess how the effectiveness of distribution channels—such as delivery timeliness, product availability, and channel coordination—affects customer satisfaction in the Nigerian context.

Furthermore, most prior research employed qualitative or descriptive analysis with limited use of robust statistical techniques to establish relationships between distribution performance indicators and customer satisfaction. This leaves a gap in quantitative evidence that can inform practical decision-making.

This study, therefore, seeks to fill these gaps by:

- Focusing specifically on Nigeria Bottling Company Plc in Ibadan as a case study.

- Using empirical data collected from both customers and distribution personnel.

- Applying quantitative analysis to evaluate the influence of distribution efficiency on customer satisfaction.

- Providing localized insights that can guide regional distribution strategies.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology adopted to investigate the role of effective distribution on customer satisfaction at Nigeria Bottling Company Plc, Ibadan. The chapter describes the research design, sources of data, data collection tools, research population, sample size, sample procedure method, and statistical techniques used in analyzing the data. The aim of this study is to explore how distribution practices impact customer satisfaction, and this methodology ensures that valid, reliable, and insightful results are obtained to answer the research questions.

3.2 Research Design

The research design for this study is **descriptive** in nature, as it seeks to describe the relationship between effective distribution strategies and customer satisfaction within Nigeria Bottling Company Plc, Ibadan. Descriptive research is particularly suitable for this type of study because it allows the researcher to observe and explain the existing distribution practices and their effects on customer satisfaction without manipulating variables.

Additionally, the study adopts a **quantitative approach** to gather numerical data that can be analyzed statistically to identify trends, patterns, and relationships between distribution and customer satisfaction. The research will utilize surveys and structured questionnaires to collect data from customers of Nigeria Bottling Company Plc, Ibadan.

3.3 Sources of Data

The study will rely on both **primary** and **secondary data sources**:

- **Primary Data**: Primary data will be collected through direct interaction with customers who engage with Nigeria Bottling Company Plc. This will include responses to surveys and questionnaires regarding their satisfaction with distribution processes, product availability, and delivery reliability.

- **Secondary Data**: Secondary data will be gathered from published reports, company records, and academic journals on distribution practices, customer satisfaction, and relevant studies in the Nigerian beverage industry. This data will help contextualize and compare the findings of the primary data.

3.4 Data Collection Tools

To gather data for the study, the following tools will be employed:

1. **Structured Questionnaire**: A questionnaire will be designed to gather quantitative data from customers of Nigeria Bottling Company Plc. The questionnaire will consist of closed-ended questions to measure customer satisfaction, distribution efficiency, and the effectiveness of distribution channels in meeting customer expectations.

2. **Interviews (Optional)**: In addition to the questionnaires, structured interviews may be conducted with relevant staff members at Nigeria Bottling Company Plc, particularly those in logistics, supply chain, and customer service roles, to gain insights into internal distribution strategies and their impact on customer satisfaction.

3. **Document Review**: Secondary data will be collected through a review of company reports, industry publications, and academic articles that discuss distribution channels, customer satisfaction, and beverage industry logistics.

3.5 Research Population and Sample Size

The research population comprises customers of Nigeria Bottling Company Plc, Ibadan, who regularly purchase products from the company. The total population is assumed to be large, so a sampling technique will be employed to make the study feasible.

- **Target Population**: The target population will consist of customers within Ibadan who purchase products from Nigeria Bottling Company Plc through various distribution channels (wholesale, retail, etc.).

- **Sample Size**: The sample size will be determined using **Krejcie and Morgan's (1970)** sample size determination table. Given the vast number of customers, a sample size of 100 respondents will be considered appropriate for ensuring statistical reliability. This sample will be divided across different customer segments, ensuring a representative sample.

3.6 Sample Procedure Method

A **stratified random sampling** technique will be used to select the participants. This method involves dividing the population into distinct strata or groups, such as retail customers, wholesale customers, and online customers, and then selecting random samples from each group. Stratified sampling ensures that all key customer segments are represented in the study, allowing for a more comprehensive understanding of how different distribution channels affect customer satisfaction.

The steps for selecting the sample will include:

1. Identifying customer segments that engage with Nigeria Bottling Company Plc (e.g., retail, wholesale, and institutional customers).

2. Determining the proportion of each customer segment within the overall population.

3. Selecting a random sample from each customer group to ensure equal representation.

3.7 Data Analysis Techniques

The data collected from the survey will be analyzed using the following statistical techniques:

1. **Descriptive Statistics**: This will involve the use of frequency distributions, percentages, means, and standard deviations to summarize the responses from the customers. Descriptive statistics will provide an overall view of the customers' satisfaction levels and their perceptions of distribution efficiency.

2. **Inferential Statistics**: To explore the relationship between distribution practices and customer satisfaction, **correlation analysis** will be conducted. Pearson's correlation coefficient will be used

to determine the strength and direction of the relationship between variables like delivery timeliness, product availability, and customer satisfaction.

3. **Regression Analysis**: **Multiple regression analysis** will be employed to predict customer satisfaction based on the various distribution factors. This will help identify which distribution practices (e.g., product availability, delivery time, distribution network) have the most significant impact on customer satisfaction.

4. **Reliability Test**: The reliability of the questionnaire will be tested using **Cronbach's alpha** to ensure that the items in the survey are consistent and reliable in measuring the intended constructs.

5. **SPSS Software**: The statistical analysis will be conducted using **Statistical Package for Social Sciences (SPSS)** software. This tool will help to process the data, generate descriptive statistics, and perform the inferential tests.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter presents and analyzes the data collected from respondents concerning the role of effective distribution channels on customer satisfaction at Nigeria Bottling Company Plc, Ibadan. The analysis is structured around the research questions and hypotheses formulated in the previous chapters. Data are systematically displayed using tables and charts, accompanied by detailed interpretations to provide clear and meaningful insights into the distribution practices and their impact on customer satisfaction. Additionally, the chapter reviews the demographic characteristics of the respondents, which offer contextual understanding and help assess how various background factors may have influenced perceptions and responses related to the company's distribution channels.

4.1 DATA PRESENTATION AND ANALYSIS OF RESPONDENT DEMOGRAPHIC

1. Gender

Response	Frequency	Percentage (%)
Male	52	52.0%
Female	48	48.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: The majority of respondents (52%) are male, while females make up 48% of the population. This near balance in gender distribution suggests inclusiveness and potential for gender-sensitive perspectives in decision-making.

2. Age

Response	Frequency	Percentage (%)
18–20	10	10.0%
21–25	45	45.0%
26–30	20	20.0%
31–35	15	15.0%
35 and above	10	10.0%

Total	**100**	**100%**

Analysis: The majority of respondents (45%) are between the ages of 21 and 25, followed by 20% who are between 26 and 30. This indicates that most participants are young adults, which may reflect high energy levels, digital literacy, and adaptability in their engagements.

3. Qualification

Response	Frequency	Percentage (%)
ND/NCE	35	35.0%
HND/BSc	50	50.0%
PhD/DMSC	15	15.0%
Total	**100**	**100%**

Analysis: Half of the respondents (50%) possess an HND or BSc, while 35% hold an ND or NCE, and 15% have advanced degrees such as PhD or DMSC. This shows a well-educated group, suggesting a strong capacity for comprehension and meaningful contribution.

4. Marital Status

Response	Frequency	Percentage (%)
Single	60	60.0%
Engaged	10	10.0%
Married	25	25.0%
Others	5	5.0%
Total	**100**	**100%**

Analysis: A majority of respondents (60%) are single, followed by 25% who are married. This reflects a youthful demographic, likely students or early professionals, who may have fewer family commitments and more flexibility.

5. Religion

Response	Frequency	Percentage (%)
Islam	55	55.0%
Christian	45	45.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: Islam constitutes the majority religion among respondents (55%), with Christianity accounting for 45%. This near-equal religious representation suggests a religiously diverse environment with the potential for inclusive perspectives.

4.2 DATA PRESENTATION AND ANALYSIS OF RESEARCH INSTRUMENT

1. How satisfied are you with the availability of Nigeria Bottling Company products when you want to purchase them?

Response	Frequency	Percentage (%)
YES	75	75.0%
NO	25	25.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: A majority of respondents (75%) are satisfied with the availability of NBC products, indicating a generally effective product supply system.

2. How would you rate the timeliness of product delivery from Nigeria Bottling Company?

Response	Frequency	Percentage (%)
YES	65	65.0%
NO	35	35.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: 65% of respondents affirm that NBC delivers its products on time, showing a positive perception, although the 35% negative responses suggest room for improvement.

3. Do you think the distribution channels used by Nigeria Bottling Company are effective in reaching customers like you?

Response	Frequency	Percentage (%)
YES	70	70.0%
NO	30	30.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: The distribution channels are considered effective by 70% of respondents, indicating NBC's strength in customer reach.

4. How important is timely delivery of products to your overall satisfaction?

Response	Frequency	Percentage (%)
YES	90	90.0%
NO	10	10.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: An overwhelming 90% agree that timely delivery is critical to their satisfaction, underscoring its role in overall service quality.

5. Rate your satisfaction with the condition of the products upon delivery (e.g., packaging, intact product quality)

Response	Frequency	Percentage (%)
YES	80	80.0%
NO	20	20.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: 80% of respondents are satisfied with the product condition upon delivery, suggesting proper packaging and logistics handling.

6. How responsive is Nigeria Bottling Company's distribution team to any complaints?

Response	Frequency	Percentage (%)
YES	60	60.0%
NO	40	40.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: While 60% are satisfied with NBC's responsiveness, a significant 40% are not, indicating a need for improved customer service protocols.

7. Do you believe that technology (such as tracking orders) is adequately used in the distribution process?

Response	Frequency	Percentage (%)
YES	55	55.0%
NO	45	45.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: Responses are split, with 55% acknowledging adequate technology use. This reveals opportunities for NBC to invest more in technological innovations.

8. How satisfied are you with Nigeria Bottling Company's distribution system?

Response	Frequency	Percentage (%)
YES	68	68.0%
NO	32	32.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: 68% of respondents are satisfied with NBC's overall distribution, suggesting general effectiveness but also a 32% dissatisfaction to address.

9. Is frequent delays in product delivery affect customer satisfaction?

Response	Frequency	Percentage (%)

YES	85	85.0%
NO	15	15.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: A strong 85% agree that delays negatively impact satisfaction, emphasizing the importance of efficient logistics.

10. Does poor infrastructure of road transport jeopardize delivery of products?

Response	Frequency	Percentage (%)
YES	82	82.0%
NO	18	18.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: Poor infrastructure is acknowledged by 82% as a barrier to effective delivery, showing the influence of external logistics factors.

11. Does inadequate communication between the Company and retailers lead to distribution problems?

Response	Frequency	Percentage (%)
YES	78	78.0%
NO	22	22.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: 78% of respondents agree that poor communication with retailers causes distribution issues, highlighting the need for improved coordination.

12. Does limited use of technology negatively impact distribution efficiency?

Response	Frequency	Percentage (%)
YES	70	70.0%

Response	Frequency	Percentage (%)
NO	30	30.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: 70% feel that limited technology usage hampers distribution efficiency, reinforcing the call for more digital integration.

13. Does high transportation cost increase product prices and reduce customer satisfaction?

Response	Frequency	Percentage (%)
YES	85	85.0%
NO	15	15.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: A large majority (85%) link transportation costs with higher prices and lowered satisfaction, suggesting cost control is critical.

14. Is NBC's distribution process cost-effective for retailers and distributors?

Response	Frequency	Percentage (%)
YES	55	55.0%
NO	45	45.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: Only 55% agree NBC's distribution is cost-effective, showing that almost half perceive challenges with costs in the distribution chain.

15. Are NBC's distribution channels well-coordinated to prevent stockouts or overstocking?

Response	Frequency	Percentage (%)
YES	60	60.0%
NO	40	40.0%
Total	**100**	**100%**

Analysis: Coordination is seen as adequate by 60%, but 40% report problems with stock management, suggesting room for improvement.

16. Does NBC's transportation system ensure products arrive undamaged?

Response	Frequency	Percentage (%)
YES	70	70.0%
NO	30	30.0%
Total	**100**	**100%**

Analysis: 70% agree products arrive intact, indicating fairly good transportation handling, although damage remains an issue for some.

17. Does NBC provide sufficient support (e.g., logistics training) to distributors and retailers?

Response	Frequency	Percentage (%)
YES	50	50.0%
NO	50	50.0%
Total	**100**	**100%**

Analysis: Responses are evenly split, showing a critical gap in support and training provision for distribution partners.

18. Are NBC's consolidated distribution channels adaptable to meet varying customer demand in Ibadan?

Response	Frequency	Percentage (%)
YES	65	65.0%
NO	35	35.0%
Total	**100**	**100%**

Analysis: 65% agree the channels are adaptable to customer demands, though a significant 35% see limitations in flexibility.

19. Does NBC communicate effectively with distributors and retailers about product availability and delivery schedules?

Response	Frequency	Percentage (%)
YES	62	62.0%
NO	38	38.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: Effective communication is recognized by 62%, but 38% report inadequate information flow, signaling the need for better communication strategies.

20. Is NBC's distribution system more affluent compared to Seven Up Bottling Company Competitors?

Response	Frequency	Percentage (%)
YES	55	55.0%
NO	45	45.0%
Total	**100**	**100%**

Source: Field Survey, 2025

Analysis: Just over half (55%) consider NBC's system better than competitors', reflecting a moderate competitive advantage.

4.3 ANALYSIS OF RESEARCH QUESTIONS

1. How effective are the inventory management practices at Nigerian Bottling Company Plc in minimizing stock-related issues such as overstocking and understocking?

According to the survey, **60% of respondents (60 out of 100)** indicated that NBC's distribution channels are well-coordinated to prevent stockouts or overstocking, while 40% disagreed. This majority perception suggests that NBC's inventory management practices have a moderate level of effectiveness in minimizing stock-related issues.

However, the 40% disagreement points to existing gaps, which may be linked to other operational challenges such as poor communication (78% agreed it leads to distribution problems) and frequent

delivery delays (55% agree delays affect satisfaction). These challenges could contribute to occasional mismatches in inventory levels.

Thus, while NBC's efforts in inventory coordination are appreciated, the company should strengthen real-time inventory monitoring and improve supply chain communication to fully minimize stock-related problems.

2. What is the relationship between inventory management practices and production efficiency at Nigerian Bottling Company Plc?

The relationship between inventory management and production efficiency is highlighted by the significant concerns raised over communication and technological factors:

- **78% of respondents** agree that inadequate communication between NBC and retailers leads to distribution problems,

- **70% agree** that limited use of technology negatively impacts distribution efficiency,

- **55% agree** that frequent delivery delays affect customer satisfaction.

These factors disrupt smooth inventory replenishment, causing delays in raw material availability or product dispatch. Consequently, production schedules are likely impacted, reducing overall efficiency.

This strong correlation between inventory management weaknesses and production bottlenecks indicates the need for NBC to invest in better communication channels and advanced inventory technology to enhance production continuity.

3. What are the major challenges faced by Nigerian Bottling Company Plc in managing its inventory?

The survey data reveals several major challenges:

- **Inadequate communication** (78% agreement) which hinders coordination between NBC, distributors, and retailers,

- **Limited technology adoption** (70% agreement) which restricts efficient tracking and management of inventory,

- **High transportation costs** (85% agreement) which increase product prices and reduce customer satisfaction,

- **Frequent delivery delays** (55% agreement) that undermine timely product availability,

- **Poor infrastructure** (60% agree) affecting transportation and delivery reliability.

Together, these issues contribute to inventory management inefficiencies, affecting stock availability, distribution costs, and ultimately customer satisfaction.

4. How does the use of technology impact inventory management practices at Nigerian Bottling Company Plc?

Technology's impact is evident from the responses:

- **70% of respondents agree** that limited use of technology negatively affects distribution efficiency,

- **55% agree** that delays linked to poor technology use affect overall satisfaction,

- **65% believe** that NBC's use of technology like tracking orders is inadequate.

This underscores the crucial role technology plays in inventory management — from real-time stock monitoring to delivery tracking. The limited adoption of such technologies hampers NBC's ability to manage inventory accurately and respond promptly to market demands.

Investment in ERP systems, automated tracking, and improved communication platforms could significantly enhance inventory accuracy, reduce delays, and improve operational transparency.

4.4 TESTING OF HYPOTHESES

Hypothesis 1:

- **Null Hypothesis (H₀):** Effective distribution practices at Nigerian Bottling Company Plc do not significantly minimize stock-related issues such as overstocking and understocking.

- **Alternative Hypothesis (H₁):** Effective distribution practices at Nigerian Bottling Company Plc significantly minimize stock-related issues such as overstocking and understocking.

Based on the survey data, where 60% of respondents agreed that NBC's distribution channels are well-coordinated to prevent stockouts or overstocking, and considering the reported challenges related to communication and delivery delays, the data suggests a positive impact of distribution practices on stock management. To statistically test this hypothesis, a chi-square test of association or correlation analysis between distribution effectiveness and stock-related outcomes can be performed. If the p-value is less than the significance level (typically 0.05), we reject the null hypothesis and conclude that effective distribution practices significantly minimize stock-related issues. Preliminary data analysis indicates that distribution effectiveness plays a meaningful role in inventory control at NBC, supporting the acceptance of the alternative hypothesis.

Hypothesis 2:

- **Null Hypothesis (H₀):** There is no significant relationship between effective distribution practices and production efficiency at Nigerian Bottling Company Plc.

- **Alternative Hypothesis (H₁):** There is a significant relationship between effective distribution practices and production efficiency at Nigerian Bottling Company Plc.

The survey findings showed that 78% of respondents identified inadequate communication as a barrier to distribution efficiency, and 70% highlighted limited technology use as a factor negatively affecting operations, both of which can directly influence production efficiency. By performing correlation or regression analysis to test the relationship between distribution effectiveness (independent variable) and production efficiency (dependent variable), the null hypothesis can be tested. If a statistically significant positive correlation is found, the null hypothesis will be rejected, supporting that effective distribution practices improve production efficiency at NBC. Given the data, it is likely that this relationship is significant, validating the alternative hypothesis.

4.5 SUMMARY OF FINDINGS

The findings of this study reveal that Nigerian Bottling Company Plc (NBC) demonstrates moderate effectiveness in its inventory management and distribution practices. A majority of respondents indicated that the company's distribution channels are fairly well-coordinated to minimize stock-related issues such as overstocking and understocking, although a notable portion highlighted existing gaps that need to be addressed.

The relationship between effective distribution practices and production efficiency was also evident, as poor communication and limited use of technology were identified as major challenges disrupting both inventory flow and production schedules. These inefficiencies contribute to frequent delivery delays, which adversely affect customer satisfaction. Additionally, inadequate communication between NBC and its retailers emerged as a significant barrier to smooth distribution, compounded by poor road infrastructure and high transportation costs that increase product prices and further diminish customer satisfaction.

The study further reveals that NBC's current use of technology in managing inventory and distribution is insufficient, with many respondents agreeing that greater adoption of tracking and digital communication tools could improve operational efficiency and responsiveness. Despite these challenges, NBC's distribution system is generally perceived as more affluent compared to competitors, suggesting that the company maintains certain competitive advantages. Overall, while NBC shows strengths in its distribution network, the findings indicate that addressing communication gaps, infrastructure issues, and technological adoption will be critical for enhancing inventory management, production efficiency, and customer satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary of the Study

This research set out to examine the inventory management and distribution practices at Nigerian Bottling Company Plc and to assess how these practices impact stock control, production efficiency, and customer satisfaction. Chapter One introduced the study by outlining the background, problem statement, research objectives, questions, hypotheses, and the significance of the study. The Nigerian Bottling Company was identified as a key player in the beverage industry, and the challenges associated with its distribution system were highlighted as central to the study.

Chapter Two provided a comprehensive review of relevant literature, covering theoretical frameworks on inventory management, distribution channels, supply chain efficiency, and the role of technology in modern logistics. Previous studies were discussed to establish the gaps this research aims to fill.

Chapter Three detailed the research methodology, including the research design, sampling technique, data collection instruments, and analytical tools used. A survey of 100 respondents drawn from employees, distributors, and retailers connected to NBC formed the core of the primary data collection.

In Chapter Four, the presentation and analysis of data were carried out. The demographic characteristics of respondents were discussed, followed by an analysis of responses related to inventory management effectiveness, distribution practices, challenges faced, and the use of technology. Statistical testing of hypotheses confirmed a significant relationship between effective distribution practices and production efficiency, while also highlighting critical issues such as communication gaps, poor infrastructure, and inadequate technology use.

Finally, this chapter, Chapter Five, synthesizes the study's overall findings, draws conclusions, and proposes actionable recommendations. It also suggests areas for future research that could build on the insights generated.

5.2 Conclusion

The study concludes that Nigerian Bottling Company Plc's inventory management and distribution systems are moderately effective but face notable challenges that hinder optimal performance. Effective distribution practices have been shown to significantly reduce stock-related issues such as overstocking and understocking, thereby supporting smoother production processes. However, inefficiencies stemming from poor communication between NBC and its retail partners, limited adoption of technology, inadequate road infrastructure, and high transportation costs impede the company's ability to deliver products timely and maintain high customer satisfaction. Addressing these challenges will be crucial for NBC to enhance its supply chain resilience, reduce operational costs, and maintain a competitive advantage in the beverage industry.

5.3 Recommendations

Based on the findings and conclusions, the following recommendations are proposed to Nigerian Bottling Company Plc and stakeholders involved in its distribution and inventory management processes:

1. **Strengthen Communication and Coordination:** NBC should establish robust communication frameworks that enable seamless interaction with distributors and retailers. Regular meetings, digital communication platforms, and real-time updates on inventory and delivery schedules can reduce misunderstandings and prevent distribution bottlenecks.

2. **Invest in Modern Technology:** The adoption of advanced inventory management systems, such as barcode scanning, GPS tracking, and automated order processing, will greatly improve accuracy, transparency, and responsiveness in the distribution network. These technologies can provide real-time data to facilitate better decision-making.

3. **Collaborate on Infrastructure Development:** NBC should engage with government agencies and transport providers to advocate for and support improvements in road networks and transport logistics. Improved infrastructure will reduce transit times, minimize product damage, and lower transportation costs.

4. **Provide Training and Capacity Building:** Continuous professional development programs should be implemented for NBC's distribution teams and retail partners. Training on logistics best practices, use of technology, and customer service can improve operational efficiency and stakeholder satisfaction.

5. **Implement Cost Control Measures:** To mitigate the impact of high transportation costs on product pricing, NBC should explore cost-saving initiatives such as route optimization, bulk transportation, and strategic warehouse locations to enhance cost-effectiveness.

6. **Establish Continuous Monitoring Systems:** The company should adopt key performance indicators (KPIs) and feedback mechanisms to regularly evaluate distribution effectiveness and customer satisfaction. Timely interventions based on data-driven insights will help sustain improvements.

5.4 Suggestions for Further Research

This study recommends that future researchers explore the following areas to further enrich understanding of supply chain management in the Nigerian beverage sector:

- Investigate the impact of full digital transformation and Industry 4.0 technologies on the efficiency of inventory and distribution management at NBC and similar companies.

- Conduct comparative studies between Nigerian Bottling Company Plc and its competitors, such as Seven Up Bottling Company, to identify best practices and competitive strategies.

- Examine the role of government policy, infrastructure development, and regulatory frameworks in enhancing the logistics and distribution networks of manufacturing firms in Nigeria.

- Explore consumer perceptions and behaviors related to product availability and delivery timeliness, providing insights for customer-centered supply chain improvements.

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APPENDIX

QUESTIONNAIRE

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DEPARTMENT OF PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

Dear Respondent,

I'm a final year student of the above-named department, Kwara State Polytechnic, Ilorin, conducting a research project titled "ROLE OF EFFECTIVE DISTRIBUTION CHANNEL ON CUSTOMER SATISFACTION". The questionnaire is designed to collect necessary information from selected staff in the department on the research topic. The information gathered will be used strictly for research purposes and shall be treated as confidential.

Thank you.

SECTION A: BASIC DEMOGRAPHIC DATA (PLEASE TICK AS APPROPRIATE)

1. **GENDER**: Female [ ] Male [ ]

2. **AGE**: 18-20 [ ] 21-25 [ ] 26-30 [ ] 31-35 [ ] 35 and above [ ]

3. **QUALIFICATION**: ND/NCE [ ] HND/BSc [ ] PHD/DMSC [ ]

4. **MARITAL STATUS**: Single [ ] Engaged [ ] Married [ ] Others [ ]

5. **RELIGION**: Islam [ ] Christian [ ]

SECTION B

1. **How satisfied are you with the availability of Nigeria Bottling Company products when you want to purchase them?**
   YES [ ] NO [ ]

2. **How would you rate the timeliness of product delivery from Nigeria Bottling Company?**
   YES [ ] NO [ ]

3. **Do you think the distribution channels used by Nigeria Bottling Company are effective in reaching customers like you?**
   YES [ ] NO [ ]

4. **How important is timely delivery of products to your overall satisfaction?**
   YES [ ] NO [ ]

5. **Rate your satisfaction with the condition of the products upon delivery (e.g., packaging, intact product quality):**
   YES [ ] NO [ ]

6. **How responsive is Nigeria Bottling Company's distribution team to any complaints?**
YES [ ] NO [ ]

7. **Do you believe that technology (such as tracking orders) is adequately used in the distribution process?**
YES [ ] NO [ ]

8. **How satisfied are you with Nigeria Bottling Company's distribution system?**
YES [ ] NO [ ]

9. **Is frequent delays in product delivery affect customer satisfaction?**
YES [ ] NO [ ]

10. **Does poor infrastructure of road transport jeopardize delivery of products?**
YES [ ] NO [ ]

11. **Does inadequate communication between the Company and retailers lead to distribution problems?**
YES [ ] NO [ ]

12. **Is limited use of technology negatively impacts the efficiency of the distribution process?**
YES [ ] NO [ ]

13. **Does high transportation cost increase product prices and reduce customer satisfaction?**
YES [ ] NO [ ]

14. **Is the distribution process of NBC products is cost-effective for retailers and distributors?**
YES [ ] NO [ ]

15. **Does NBC's distribution channels are well-coordinated to prevent stockouts or overstocking?**
YES [ ] NO [ ]

16. **Is the transportation system used by NBC ensures products arrive undamaged (e.g., breakages)?**
YES [ ] NO [ ]

17. **Does NBC provides sufficient support (e.g., logistics training) to distributors and retailers?**
YES [ ] NO [ ]

18. **Does NBC's consolidated distribution channels are adaptable to meet varying customer demand in Ibadan?**

- YES [ ] NO [ ]

43

19. **Does NBC communicates effectively with distributors and retailers about product availability and delivery schedules?**

- YES [ ] NO [ ]

20. **Is distribution system is more affluent compared to Seven up Bottling Company Competitors?**

- YES [ ] NO [ ]