

THE ROLE OF ENTERPRISE RESOURCE PLANNING (ERP) IN INVENTORY MANAGEMENT: A CASE STUDY OF CAPITAL AUTO PARTS, HOIMA

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**UGANDA CHRISTIAN
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DECLARATION

I, Muchunguzi Mark, declare that this dissertation with the title “The Role of Enterprise Resource Planning (ERP) In Inventory Management: A Case Study of Capital Auto Parts, Hoima” is my original work and has not been presented for a degree or any other academic award in any University or Institution of learning.

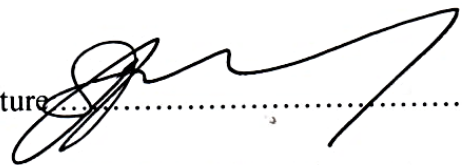
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APPROVAL

This is to certify that the research report by **Muchunguzi Mark**, Registration Number **S18B12/222**, entitled "*The Role of Enterprise Resource Planning (ERP) In Inventory Management: A Case Study of Capital Auto Parts, Hoima*", has been carried out under my supervision and is hereby approved for submission to the School of Business in partial fulfilment of the requirements for the award of the Bachelor of Procurement and Logistics Management degree of Uganda Christian University.

Signature.....

Date:21/5/2026.....

MR. PERCY PASCAL MULOOSI

DEDICATION

This dissertation is dedicated to my parents for their unwavering financial and moral support, and for being a pillar of strength and encouragement throughout my academic journey. May god richly bless you for all you have done for me through thick and thin. This dissertation is also dedicated to all my siblings and friends for their love, care, and prayers during the pursuit of this academic goal

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ABSTRACT

This study assessed the role of Odoo Enterprise ERP in inventory management at Capital Auto Parts, a multi-product automotive spare parts and industrial supplies company in Hoima, Uganda. The company deployed Odoo Enterprise in 2023 with three core modules: an Inventory module with barcode scanning, a Full Accounting Suite for real-time stock valuation, and Shipping Integrations for order tracking. The study covered the three-year implementation period from 2023 to 2026.

Three specific objectives guided the study: to determine how the Odoo barcode scanning and warehouse modules affected inventory record accuracy, to explore the implementation and utilization challenges affecting daily operations, and to determine the impact of the Odoo shipping integrations and accounting suite on order fulfillment effectiveness. A cross-sectional case study design combining quantitative questionnaires and Key Informant Interviews was used. The overall sample included 65 customers, 50 of whom were firms and 15 of whom were internal staff. Finally, 62 questionnaires were returned, with a 95.4 percent response rate.

The results indicated that Odoo Enterprise has a positive overall impact on inventory management. Regarding the accuracy of the inventory system, 85.7 percent confirmed that the system provides real-time inventory tracking and 85.7 percent confirmed consistent use of the barcode scanner and 85.7 percent confirmed that it provided an audit trail. The customer side reported a 97.9% satisfaction level in terms of having parts in stock at all times, 97.9% accuracy in the parts delivery information available, and 100.0% accuracy in the physical delivery of parts ordered. 85.7 percent of employees said that order fulfillment system produces invoices and delivery notes quickly and accurately. Overall, customer satisfaction was very high: 100.0 per cent of customer firms confirmed that invoices are consistent with goods received and 100.0 per cent indicated that their overall satisfaction level with Capital Auto Parts inventory management is very high.

A very high positive correlation ($r = .949$, $p = .000$) between system quality and order fulfillment effectiveness was found among internal staff, while a moderate to strong positive correlation ($r = .630$, $p = .000$) between customer perceived inventory accuracy and order fulfillment satisfaction was obtained among customer firms. All correlations were significant at the 0.01 level. However, the study also found that internet connectivity problems in Hoima caused regular system downtime, acknowledged by 78.6 percent of staff. Only 50.0 percent of staff felt adequately trained on all modules, and 64.3 percent

confirmed that some staff still maintained parallel manual records. The study recommends that the company invest in a dedicated internet connection, develop a structured ongoing training programme, enforce a policy against parallel manual record-keeping, and fully configure the Odoo shipping integration module with local logistics providers.

Keywords: ERP, Odoo Enterprise, Inventory Management, Barcode Scanning, Order Fulfillment, Capital Auto Parts, Hoima, Uganda.

LIST OF ABBREVIATIONS / ACRONYMS

Abbreviation	Full Meaning
ADC	Automated Data Capture
CVI	Content Validity Index
EOQ	Economic Order Quantity
ERP	Enterprise Resource Planning
ICT	Information and Communication Technology
IS	Information Systems
IT	Information Technology
KII	Key Informant Interview
MIS	Management Information System
PEOU	Perceived Ease of Use
PU	Perceived Usefulness
ROI	Return on Investment
SCM	Supply Chain Management
SME	Small and Medium Enterprise
SPSS	Statistical Package for the Social Sciences
TAM	Technology Acceptance Model
UCU	Uganda Christian University
UIA	Uganda Investment Authority
WMS	Warehouse Management System

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The issue of inventory management has become a critical aspect of organizational competitiveness globally especially in the retail, wholesale and the distributor of spare parts. The mushrooming of business complexity and the increasing line of products has led to a more and more unsatisfactory system of manual inventory management. Enterprise Resource Planning (ERP) systems have become one of the most innovative technological solutions that have been able to integrate core business processes such as inventory management, procurement, finance and sales into a single platform (Davenport, 1998). The background to the study, problem statement, purpose of the study, specific objectives, research questions, conceptual framework, significance of the study, scope of the study and definition of key terms are included in this current chapter.

1.1 Background of the Study

ERP systems have radically changed the way organizations handle their inventory world over. Davenport (1998) also believes that ERP unites all the main business processes under one single platform, Eliminates information silos and improves access to real-time data. Shang and Seddon (2002) suggest that the organizations that have implemented ERP systems have experienced significant improvements in the organization in terms of inventory accuracy, inventory carrying costs reduction and order fulfillment rate. Global companies like Colgate-Palmolive and Shoprite Holdings in Africa have credited their supply chain achievements to supply chain success through ERP enabled inventory management which have realised real-time stock visibility in various warehouses and distribution channels. According to Wild (2002), inventory management is a process of ordering, keeping, locating and regulating stock to maintain available products at minimum holding costs. High error rates, time consuming stocktaking procedures and late reporting are typical features of traditional manual systems, and which compromise operational efficiency (Lysons and Farrington, 2006). Tersine (1994) goes on to propose that wrong information on demand, ineffective replenishment systems and ineffective stock records are leading causes of stockouts and overstocking that destroy profitability. The movement towards implementation of ERP systems in inventory management has been

on the increase at the African continental level, especially among the distributors and manufacturers. In a study conducted by Abor and Quartey (2010) in West Africa, the authors found that SMEs that used ERP-based inventory systems had a 30% decrease in stockouts, as opposed to those that used manual-based inventory systems. Equally, Nyagawani (2015) discovered that Kenyan manufacturing companies, employing ERP, reported a better accuracy in demand forecasting, which directly decreased procurement lead times and demand overstocking. In a study of Swedish manufacturing firms, Olhager and Selldin (2003) discovered that real-time transaction recording led to a 25% increase in inventory record accuracy of companies operating ERP systems, as compared to those operating manual systems. ERP systems are still not widely used especially by SMEs in the automotive and spare parts industry in Uganda. According to the Uganda Investment Authority (UIA, 2017), in Uganda, more than 90 percent of non-farming jobs in the private sector are in SMEs, but most of them are unable to make good use of digital inventory management tools. According to Ssewanyana and Busler (2007), a number of the Ugandan SMEs that tried to implement ERP, failed to achieve the anticipated benefits, owing to lack of training, poor project management and lack of engagement by the top management. These are especially high in automotive spares dealers in the upcountry towns like Hoima where all the supply chains are longer and the replacement cycles are intricate. Capital auto parts is a multi product automotive spare parts and industrial supplies company in Hoima, Uganda, in an area with high economic activity that is associated with the oil and gas industry. The firm specializes in heavy machinery components, construction supplies and specialized transportation equipment, with individual clients and corporate consumers. In 2023, Capital Auto Parts deployed Odoo Enterprise - an integrated ERP system with the Inventory module, including Barcode Scanning to manage warehouses, Full Accounting Suite to track financial and stock valuations in real-time, and Shipping Integrations to implement order processing with logistics partners. The tools will be in use within the Hoima branch of the firm over the period of three years between 2023 and 2026. This research thus evaluates the effect of Odoo Enterprise to inventory management performance of Capital Auto parts thus adding to the sparse body of knowledge on the effectiveness of ERP system in Ugandan automotive spare parts SMEs.

1.2 Problem Statement

Odoo Enterprise was adopted by the Hoima based Capital Auto Parts in 2023 with a goal of changing its inventory management processes through the use of barcode stock tracking, automated accounting and integrated shipping processes. Although the Odoo Enterprise

has been in operation three years, the company still has gaps in inventory management performance. These are reflected in the form of discrepancies in physical stock counts and system counts, inconsistent use of the barcode scanning module by all warehouse personnel, delays in taking orders which indicates that the system is not being utilized to the full extent and finally staff reverting to parallel manual records which compromises the accuracy of data within the system (Umble, Haft and Umble, 2003). According to the Information Systems Success Model by DeLone and McLean (2003), it has been revealed that successful ERP results would not just rely on the deployment of the system, but also on the maintenance of information quality, system quality, and the active use of the system by the users. In case of underperformance of any of these dimensions, the net benefits of an ERP investment are not achieved. The difference between the theoretical and practical results of inventory management at Capital Auto Parts indicates that the potential of the Odoo system is not being fully utilized, which is a major issue based on the increased industrial and oil sector demand in the Hoima region. Although numerous cases have been well reported in literature to support the usefulness of ERP systems, particularly in large organizations and in developed countries scenario, there is a dearth of empirical studies that specifically assess the post implementation performance of Odoo Enterprise in automotive spare parts SMEs in Uganda. This research therefore aims to bridge this gap by performing a performance audit of the effects of Odoo Enterprise on the inventory management at Capital Auto Parts, Hoima, between the year 2023 and 2026.

1.3 Purpose of the Study

The aim of the research was to determine how Odoo Enterprise affected the performance of the inventory management at Capital Auto Parts, Hoima, within the year 2023 to 2026. Certain

1.4 Objectives of the Study.

- i. To determine how Odoo barcode scanning and warehouse modules affected the accuracy of the inventory records in Capital Auto Parts, Hoima.
- ii. To explore the challenges of implementation and usage that influence the daily operation of Odoo Enterprise at Capital Auto Parts, Hoima.
- iii. To determine the influences of Odoo shipping integrations and accounting suite to the effectiveness of the fulfillment of orders at the Capital Auto Parts, Hoima.

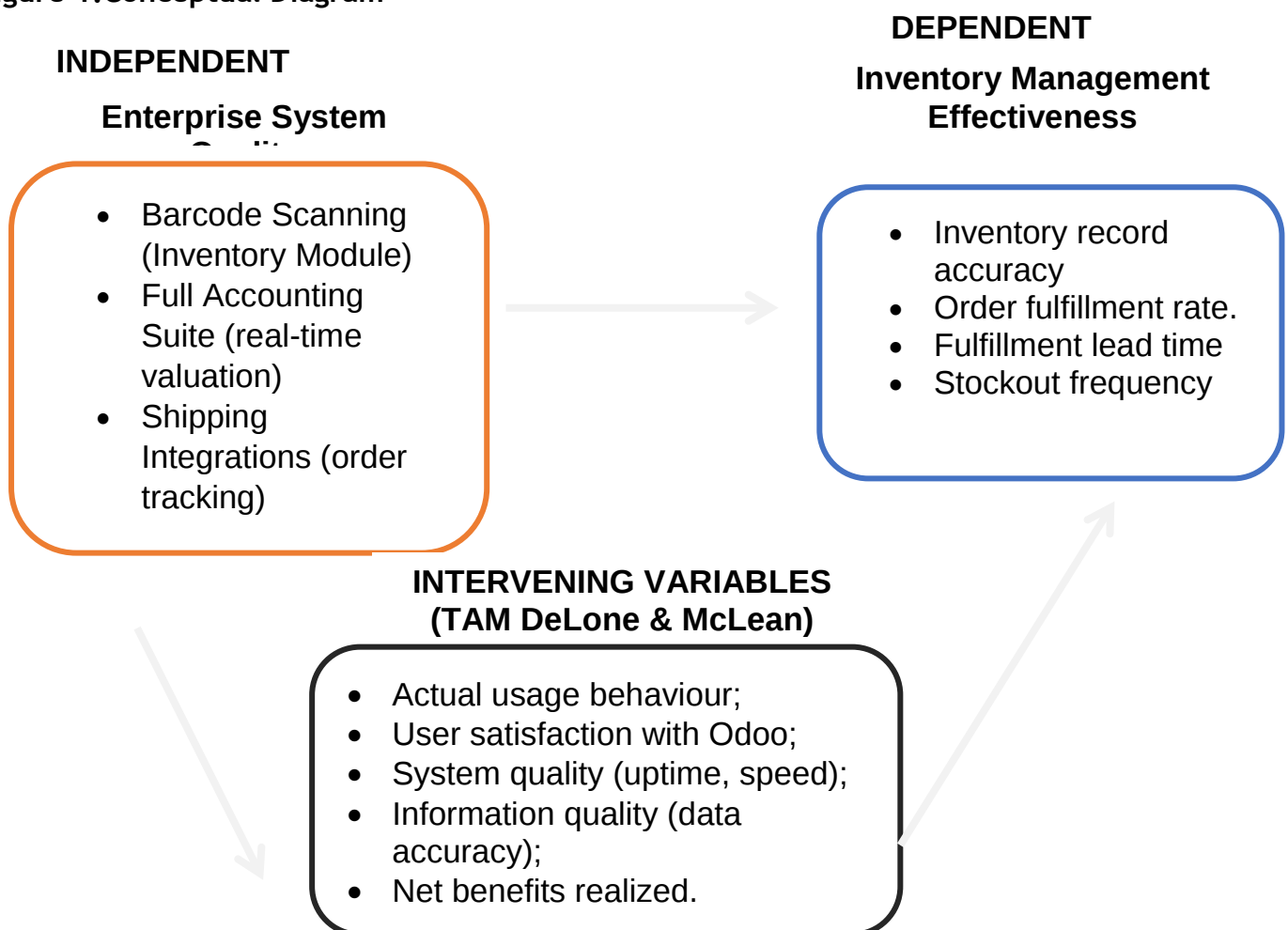
1.5 Research Questions.

- i. What has been the level of accuracy in inventory records at Capital Auto Parts, Hoima due to the presence of barcode scanning module by Odoo?
- ii. Which implementation and usage barriers are currently preventing the effective Odoo Enterprise use in Capital Auto Parts, Hoima?
- iii. How have Odoo shipping integrations and accounting suite contributed to effectiveness in fulfilling orders at Capital Auto Parts, Hoima?

1.6 Conceptual Framework.

A conceptual framework that indicated the relationship that existed between Odoo Enterprise System Quality (independent variable) and Inventory Management Effectiveness (dependent variable) mediated by user utilization behaviour in terms of the Technology Acceptance Model (TAM) and the DeLone and McLean IS Success Model directed the study. The above figure illustrates the interrelationship between the variables and respective attributes:

Figure 1: Conceptual Diagram



Source: Adapted from Davis (1989); Amoako-Gyampah and Salam (2004); Shang and Seddon (2002).

Based on the above framework, the independent variable (Odoo Enterprise System Quality) is measured by the performance of the barcode scanning module, accounting suite integration, and shipping module. The dependent variable is Inventory Management Effectiveness, which is evaluated using inventory record accuracy, order fulfillment rate, fulfillment lead time and frequency of stockout. The relationship between system quality and inventory outcomes is mediated by TAM and DeLone & McLean constructs, which include actual usage, user satisfaction and information quality. The scope to which the capabilities of Odoo can be converted to performance is moderated by issues of internet downtime in Hoima and lack of training of staff.

1.7 Significance of the Study.

The results of this paper will be useful to the management of Capital Auto Parts as they will have a strategic performance audit and optimization road map of the current investment of Odoo Enterprise. The study provides management with evidence-based recommendations by highlighting the areas of value delivery that the system is fulfilling and unmet utilization gaps to ensure that they can get the most out of their ERP implementation. Other automotive spare parts dealers and SMEs in Uganda who have implemented or are contemplating to implement ERP systems will also find the findings handy as they provide them with practical insights on managing the post-implementation. To the policymakers and the Uganda Investment Authority, the study contributes to the knowledge about how the SMEs in Uganda can make the best of the available technology investments to enhance their operations. In terms of academic merits, the research brings into the narrow range of empirical studies on the post-implementation ERP evaluation in the Ugandan SMEs and can be used as a source of future research on the effectiveness of ERP systems in the East African automobile industry. Moreover, Odoo implementation partners and ERP consultants working in Uganda will learn the local context and what makes the ERP usage a successful case in the context of the regional branches.

1.8 Scope of the Study.

1.8.1 Content Scope

The authors evaluated the effects of Odoo Enterprise on the inventory management performance at Capital Auto Parts, Hoima. It aimed at determining the effect of barcode scanning and warehouse modules on accuracy of inventory records, exploring the usage and implementation issues impacting day-to-day operations of Odoo, and evaluating the

effects of the shipping integrations and accounting suite on effectiveness of the order fulfillment.

1.8.2 Time Scope

The analysis was concerned with the timeframe 2023-2026. This duration is also equal to the entire operational duration of Odoo Enterprise at Capital Auto Parts and is adequate to enable any significant evaluation of the system influence on the performance of inventory management, such as before-and-after comparisons with system-generated logs and reports.

1.8.3 Geographical Scope

The research was done in Capital Auto Parts, a company in Hoima City, Hoima District, Uganda. Hoima was chosen due to its importance as the capital of the Uganda oil and gas region that has led to the growth in the demand of automotive parts and industrial supplies. The area covered is the Hoima branch of Capital Auto Parts. Nevertheless, the limit is the firms and entities that are provided by Capital Auto Parts that are present in and around Hoima since their experience in service will serve as an external confirmation of the performance of the system.

1.9 Key terms Definitions.

Enterprise Resource Planning (ERP): ERP is a type of integrated business management software that links together the core organizational functions such as procurement, inventory, finance and logistics to a single information platform. Within this research, ERP is used to mean Odoo Enterprise, a combined set of business software, such as the Inventory module with Barcode Scanning, the Full Accounting Suite, and Shipping Integrations, which are currently implemented at Capital Auto Parts since 2023 (Monk and Wagner, 2009).

Inventory Management: Inventory management can be defined as the systematic approach of ordering, storing, tracking and controlling stock within a high-SKU, automotive parts setting, to ensure that products are available when and in the right amount and holding costs are minimized and stockouts as well as overstocking should be avoided (Wild, 2002).

Stock Accuracy: Stock accuracy is the level of consistency between the physical amount of items in the warehouse and the amount that is in the Odoo inventory module (Olhager and Selldin, 2003).

Order Fulfillment Effectiveness: The effectiveness of order fulfillment is the speed, accuracy, and reliability with which customer orders are fulfilled, picked, packed and delivered as a result of the use of Odoo shipping integrations and Accounting suite (DeLone and McLean, 2003).

ERP Utilization: ERP utilization is the degree to which employees use the modules offered by the Odoo Enterprise system in their day-to-day operations and do so actively and correctly as opposed to revert to manual or parallel record-keeping systems (Davis, 1989).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

To gain deeper insight into the study variables, this chapter presents an in-depth review of related theoretical and empirical literature that sheds more light on the key themes under investigation. The review is structured to reflect the specific objectives of the study. It discusses what has been found by previous scholars, points out inconsistencies of results, and identifies gaps that this study seeks to address. It further justifies the need to conduct a post-implementation performance audit of Odoo Enterprise in the context of inventory management at Capital Auto Parts, Hoima.

2.1 Theoretical Framework

2.1.1 Technology Acceptance Model (TAM)

This study is partly guided by the Technology Acceptance Model (TAM), originally proposed by Davis (1989) in MIS Quarterly. TAM provides a framework for understanding how users interact with information technology systems. The model posits that two key constructs, perceived usefulness (PU) and perceived ease of use (PEOU), determine a user's behavioral intention to use a system, which in turn influences actual system use. In the post implementation scenario of this study, TAM is used more to understand adoption behavior and the factors that facilitate or hinder complete implementation of Odoo Enterprise solutions by the employees of Capital Auto Parts.

Perceived usefulness in this context would be measured by how well staff feel the use of the barcode scanning, accounting and shipping features in Odoo improve their inventory management process. Perceived ease of use relates to the ease which staff can use these modules in the day to day functioning of their roles. TAM argues that the acceptance of the system will be lower in areas where the system is perceived to be complicated and irrelevant to the work the staff does, as staff have sometimes used manual workarounds even when ERP systems were available (Umble, Haft and Umble, 2003).

Amoako-Gyampah and Salam (2004) used the TAM model for ERP to study ERP adoption in manufacturing, and they concluded that perceived usefulness of the ERP system had a significant impact on the continued engagement with the system which, in turn, had a

significant impact on operational performance, such as inventory accuracy. Nah, Tan and Teh (2004) also found that TAM is still significant in understanding the effectiveness of ERP use during its implementation period. O'Brien and Marakas (2011) also state that user satisfaction with information system is best gauge of whether the system will be used in a manner that will result in performance benefits as promised. TAM thus serves as an important tool to recognize the gaps in the utilization of the Odoo platform at Capital Auto Parts that can be attributed to the problem with inventory management's performance three years after the deployment.

2.1.2 DeLone and McLean Information Systems Success Model

The second theoretical foundation of this study is the DeLone and McLean (2003) Information Systems Success Model, which is complementary to TAM. The model was first suggested in 1992 and revised in 2003, and it gives a multi-dimensional view of the success of information systems in operation. The model proposes six interrelated dimensions of IS success: System Quality, Information Quality, Service Quality, Use, User Satisfaction and Net Benefits.

System Quality, within the scope of this study, covers the technical reliability and performance of Odoo Enterprise in the Hoima branch, such as module integration, speed, and uptime. Information Quality - the accuracy, completeness and timeliness of inventory, fulfillment data generated by Odoo, especially through the barcode scanning and accounting modules. User Satisfaction is the level of satisfaction felt by the staff and customers of the Odoo's outputs. Net Benefits is the measurable gain in accuracy of inventories, fulfillment time and cost savings that can be linked to the deployment of Odoo.

DeLone and McLean (2003) maintain that the absence of good system quality compromises information quality, which then impacts user satisfaction, and ultimately net benefits. This causal chain can be directly applied to the case of Capital Auto Parts, as connectivity issues in Hoima can impact system quality, resulting in data gaps and affecting the accuracy of inventory records. The model thus presents a diagnostic perspective that serves to understand the lack of performance of Odoo, as well as a normative perspective, to evaluate the performance of Odoo over three years. In combination, the TAM model and the DeLone and McLean model provide an all-encompassing theory to support this post-implementation impact assessment.

2.2 The Concept of Inventory Management

Inventory Management is a key organizational activity that comprises the systematic ordering, storing, tracking and controlling of the inventory for a purpose of availability of the goods with the aim of minimizing the cost. In his well-known book on best practice in inventory management, Wild (2002) states that inventory control needs to have accurate forecasting, reliable reorder systems, and real-time visibility of stock levels. The absence of these factors puts organizations at risk of both stockouts and overstocking which negatively affect profitability and customer satisfaction.

Lysons and Farrington (2006) point out that traditional manual inventory systems are prone to error, time consuming stock taking procedures, and lag in reporting, all of which have a negative impact on the functioning of the operation. In addition, Tersine (1994) points out that too much stocking and too little stocking are largely attributable to inaccurate information about demand and poor replenishment systems. These are exacerbated for businesses with a more diverse and large product portfolio, such as automotive spare parts dealers with hundreds of different SKUs, that have different demand patterns and lead times (Krajewski, Ritzman and Malhotra, 2010). The authors of Bowersox, Closs and Cooper (2007) state that the functions of procurement, warehousing and distribution must be fully integrated to achieve optimal inventory performance, and enterprise systems like Odoo can help with that integration.

2.3 Enterprise Resource Planning Systems and Odoo Enterprise

Enterprise Resource Planning is a category of business management software that integrates core business processes, including procurement, inventory, finance, human resources, and sales, into a unified system. Davenport (1998) defines ERP as a commercial software package that promises seamless integration of all information flow through an organization, eliminating data silos and enabling departments to work from the same real-time data. Monk and Wagner (2009) argue that this integration ensures procurement, warehouse, and finance teams share a single operational dataset, reducing the risk of stockouts caused by communication gaps.

Odoo Enterprise is a multimodal ERP system that has become popular among SMEs worldwide due to its low cost, scalability and richness of features as opposed to enterprise-level systems like SAP. The Odoo Inventory module offers real-time stock tracking, automated reorder rules and barcode scanning with its Warehouse Management

System (WMS) component. The Full Accounting Suite is the financial reporting that is directly combined with inventory valuation that allows real-time cost-of-goods-sold calculation and stock movement reconciliation. Shipping Integration module integrates Odoo with logistical provider, which allows creating delivery orders, waybills, and shipment tracking notifications automatically and sending them to clients (Odoo S.A., 2023).

According to Haag, Cummings and Phillips (2007), integrated ERP system is the foundation of the new generation of management information systems that include real-time dashboards and automated reporting systems. O'Brien and Marakas (2011) also observe that the ERP systems render the supply chain a single source of truth of all the operational data and this essentially alters the way organizations undertake and track their supply chain operations. In the Ugandan setting, Ssewanyana and Busler (2007) discovered that adoption of ICT was hindered by high cost and low levels of technical skills, which Odoo open-source foundation partly alleviates, by lowering licensing fees compared to proprietary ERP options.

2.4 Automated Data Capture and Barcode Scanning of inventory management.

Automated Data capture (ADC) can be defined as the deployment of technology (especially barcodes, RFID, and scanners) to remove the human-in-the-middle errors of manual inventory documentation. The most commonly used ADC technology in SME warehouse management is barcode scanning, which directly lowers the number of transcription and miscounting mistakes and time wastages that come with manual data entry (Haag, Cummings and Phillips, 2007). When managed as part of an ERP platform like Odoo, each scan will immediately update the central inventory database, providing a real-time and trackable record of all stock flows.

Olhager and Selldin (2003) discovered that organisations that had ERP-based scanning systems recorded a 25 percent increase in the accuracy of inventory records as opposed to its counterparts who used manual records. In the middle of it, Moalagh and Ravasan (2012) discovered that the error in counting in the inventory recorded using ERP was reduced by up to 40% among Iranian SMEs. Such benefit can be directly associated with the removal of the manual entry processes whereby; every barcode scan simultaneously records a transaction and also compares it with the anticipated product master data within the system. In the case of Capital Auto Parts, where hundreds of automotive spare part SKUs are involved, a barcode scanner is a requirement that the record of inventory of the

company is of the nature that allows making a decision on procurement and fulfillment with confidence.

Umble, Haft and Umble (2003) warn, however, that the benefits of scanning accuracy can only be achieved when all the warehouse personnel use the hardware on a regular basis to record all the stock moves. Organizations with employees who do not scan, especially at times when there is high pressure or when scanners fail, are likely to have data gaps that gradually diminish the integrity of the inventory records of ERP. This observation is especially applicable to the Hoima branch of Capital Auto Parts where interruptions of power and internet connectivity can at times cause a disruption in scanner to system synchronization.

2.5 Demand Forecasting and ERP.

Demand forecasting is a very vital inventory management task that establishes quantities and time of stock replenishment. ERP systems overcome the disadvantages of manual forecasting by having in-built analysis modules that are used to analyze past sales, demand trends and provide automatic replenishment recommendations (Haag, Cummings and Phillips, 2007). Kumar and Hillengersberg (2000) established that demand forecasting with ERP in the manufacturing companies minimized forecast errors by up to 30 percent which led to a decrease in emergency purchases and decrease in the frequencies of stockouts.

Abor and Quartey (2010) have noted in the African context that Ghanaian wholesale distributors who employed the ERP-based forecasting model models had 20% less inventory levels compared to those who employed manual methods but delivered the same level of service. According to Shatat and Udin (2012), the procurement and sales data integration in ERP systems forms a feedback loop which ultimately optimizes demand predictions. Considering the specifics of the business of Capital Auto Parts, where the demand of some of the spare parts is predetermined by the activity of construction and oil industry in Hoima, the historical sales data of the Odoo system, accumulated over three years, can be a strong basis to predict the demand and proactively adjust the stock level.

2.6 Stock Replenishment and ERP.

Stock replenishment entails deciding when and what quantity of stock to reorder. Odoo Enterprise provides this by creating automatic purchase orders as a result of configurable reorder rules, and economic order quantities (EDOQ) algorithms, which is activated when

stock drops to predetermined minimum levels (Monk and Wagner, 2009). Hendricks and Singhal (2003) discovered that companies that had implemented ERP-based replenishment systems realized a 23-percent decrease in the lost revenues associated with stockouts. Haag, Cummings and Phillips (2007) discovered that automated replenishment is able to cut down procurement cycle by 35, which facilitates quick stock availability and enhanced customer service.

Within the context of Uganda, Muriuki (2011) determined that SMEs that employed ERP-based stock management reported quicker replacement cycles and reduced cases of emergency procurement at high prices. According to Lysons and Farrington (2006), EOQ models that are implemented in ERP systems help organizations to reduce the overall costs of inventory by the optimal balance between the ordering costs and the holding costs. In the case of Capital Auto Parts, the product diversity is great and the variability of demand is high, the automated replenishment rules feature of Odoo is one of the most influential options available to minimize the cost of emergency procurement that used to put a strain on the procurement budget of the firm.

2.7 Problems of ERP Usage and Post-implementation performance.

Although ERP systems have been shown to have a positive impact, post implementation issues may greatly curtail the potential of ERP systems. According to Finney and Corbett (2007) the key obstacles to the optimization of the ERP performance in the SMEs include lack of sufficient end-user training, resistance to change, lack of system fit with the current business processes, lack of technical support. The latter problems remain particularly acute in the context of the developing countries where the limitations of the IT infrastructure further complicate operations.

Al-Mashari, Al-Mudimigh and Zairi (2003) classify performance barriers of ERP at strategic, tactical and operational levels. At the operational level, which is most applicable in three year post implementation context, lack of continuous training, staff opposition to complete adoption of the system and poor data entry discipline are the forces that directly caused ERP to perform poorly in managing inventory. Companies in which employees still uphold parallel manual records compromise the data integrity of the ERP, with records in the system moving out of step with reality.

Ssewanyana and Busler (2007) discovered in Uganda that SMEs often did not achieve the benefits of ERP since staff continued to use manual systems in conjunction with the ERP,

which also led to data inconsistency that increasingly compromised the reliability of the system. In the Hoima regional environment, in particular, the problem of internet connectivity interruptions can be considered a specific issue with infrastructure: in case the Odoo system needs a steady internet connection to synchronize the barcode scanner and update the shipping module, any interruptions in the connectivity are directly translated into losses in data and processing time. According to the Uganda Investment Authority (2017), such disruptions are not addressed proactively by many Ugandan SMEs since they do not have the technical support infrastructure to handle such disruptions, leading to underperforming periods of the system, which destroys the confidence of the staff towards the ERP.

As DeLone and McLean (2003) observe, the information quality is directly impacted negatively by system quality degradation, such as slow response times, synchronization and integration of modules, which lead to reduced user satisfaction and actual usage of the system. It is especially pernicious in the inventory management situations where a single missed scan or unrecorded transaction can create a situation of stockout or overstock that may require days to rectify. Nah, Tan and Teh (2004) also believe that continued training to the user is the most important aspect of continued performance in ERP because the competence and confidence of the staff should be maintained and sustained as the system upgrades are implemented.

2.9 Overview of Literary Review.

The paper on the post-implementation success of Odoo Enterprise in inventory management at Capital Auto Parts, Hoima, has discovered through the analysis of the available literature that research in the field of ERP is mainly concerned with the adoption decisions and initial implementation success in large organizations and Western setting. The literature assessing the long-term effectiveness of the use of particular ERP solutions - especially Odoo Enterprise - in the automotive spare parts SMEs of Uganda is virtually non-existent. This is a big gap since the determinants of success in post-implementation are vastly different than the determinants in the adoption phase: the technical and behavioral issues of maximizing the performance of an existing system are determinants that need different interventions compared to determinants required to justify and execute an initial deployment.

The literature reviewed all point to three main insights: that barcode scanning in ERP systems has a dramatic effect in terms of reducing inventory record errors when used

consistently; that ERP enabled replenishment and forecasting automation lowers procurement costs and incidences of stockout; and that the main obstacle to realizing such benefits in SME settings is the challenge of utilization, especially in terms of insufficient training, infrastructure constraints, and resistance to fully The proposed study addresses the identified gap because it gives an empirical post-implementation performance audit of the Odoo Enterprise at Capital Auto Parts, which will produce evidence that can be directly applied by the management and is applicable to the Ugandan SME ERP environment in general.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the research methodology in the study is presented. It involves the research design, the study population, the sample size and sampling method, data gathering method, data gathering tools, validity and reliability, data gathering procedures, data analysis method, measurement of the variables, ethical issues, limitation and delimitation of the study.

3.1 Research Design

The methodology the researcher embraced was a case study research design that was based on a post implementation level of impact assessment with a cross-sectional survey design that involved both the qualitative and quantitative data collection techniques (Yin, 2003). The design is suitable in that it allows one to comprehensively assess the impact of Odoo Enterprise on the performance of Capital Auto Parts, Hoima, in its contextual environment in the three years to 2023-2026. The difference between a case study and a descriptive case study is that the former is a direct measure of performance outcomes that can be assigned to an identified intervention (in this case, Odoo Enterprise implementation) in comparison to the state of performance before the intervention (Creswell, 2014).

A triangulation approach, mixed methods in nature, was embraced that incorporated quantitative data with structured questionnaires, through Google Forms, and qualitative data with Key Informant Interviews (KIIs) and documentary data through Odoo system-generated reports and logs. Such triangulation will allow having more than one independent source of data that will substantiate the results of the study, increasing both the validity and reliability (Creswell, 2014; Sekaran and Bougie, 2016).

3.2 Study Population

According to Sekaran and Bougie (2016), the study population entails the full population of persons, events or things, which the researcher is interested in studying. In this current study, the study population was two different categories that were directly related to the Odoo Enterprise system at Capital Auto Parts, Hoima.

The initial group comprised of 15 internal employees at Capital Auto Parts who are involved in their regular business activities with Odoo Enterprise, such as the procurement officer, the warehouse manager, the store supervisors, the accounts staff and the senior management. They are the first users of the barcode scanning, inventory, accounting and shipping modules of Odoo and as such, the best source of information regarding the utilization and performance of the system. The second group comprised 50 companies and organizations that were regularly supplied by Capital Auto Parts in and around Hoima such as garages, construction companies, transport firms as well as oil sector contractors. These clients will get the invoices generated by Odoo, delivery notes and shipping messages and thus are in a good position to confirm the external effect of the ERP system on the accuracy of the order fulfillment, lead times, and quality of documents. This was a total of 65 respondents who made up the total study population.

3.3 Edible Determination of the Size of the Sample.

In the case of internal members of the staff (15), a total census methodology was employed, i.e. all the 15 members that had a direct relationship with the inventory management at the Capital Auto Parts as well as a direct relationship with the Odoo system were included in the research. Census is suitable in small population, and specialized as well as its total relevance to the research objectives (Mugenda and Mugenda, 2003). In the case of the 50 sample companies, the sample of all 50 companies is purposive because they are the ones who are specific to the given criterion of having a transactional relationship with Capital Auto Parts within the Odoo implementation period (2023-2026) and can, therefore, characterize performance based on fulfillment. The overall number of respondents was thus 65.

Table 3.1: Determination of Sample Size

Population Category	Target Population (N)	Sample (n)	Sampling Technique
Internal Staff at Capital Auto Parts (Odoo users)	15	15	Total Census
Supplied Firms / Customer Entities (Hoima and surrounding areas)	50	50	Purposive Sampling
Total	65	65	

Source: Primary Data, (2026); Adapted from Krejcie and Morgan (1970).

3.4 Sampling Techniques

A sample is a section of the population and the sampling techniques will dictate how the sample will be selected among the population (Mugenda and Mugenda, 2003). Two methods of sampling were used in this research, total census with the internal personnel and purposive with the provided firms.

3.4.1 Total Census (Internal Staff)

The study did not exclude any of the 15 internal employees at Capital Auto Parts that work with the Odoo Enterprise system. This total census strategy would be suitable considering the small, specialised, and completely relevant nature of this group (Sekaran and Bougie, 2016). Since all the internal staff members will be either directly using Odoo modules or have peers that use them, it would be impossible to avoid any respondent, which would result in information gaps in the evaluation of system usage and performance.

The sample population will be purposive sampling (supplied firms).

The sample of 50 firms and entities which were provided by Capital Auto Parts was selected using purposive sampling. Mugenda and Mugenda (2003) give an example of such a method by purposive sampling, which they define as the process of specifically targeting people or body by their relevance to the area of the research. The selection criteria of the supplied firms were: (a) they should have been active clients of Capital Auto Parts at least 1 year during the period of Odoo implementation (2023-2026) to guarantee their experience to compare the quality of the service provided before and after the improvement of the system; (b) they should be accessible within the Hoima district to collect data; (c) they should have received Odoo-generated inv These criteria will make sure that all the chosen respondent customers will be able to give meaningful evidence-based feedbacks on the outcomes of fulfillment that can be attributed to the operation of Odoo.

3.5 Data Collection Methods

The data collection methodology was triangulation since it used three contrasting techniques namely, questionnaire surveys based on Google forms, Key Informant Interviews, Odoo System Document and Log Analysis. The combination of these three techniques will make the results of the study supported by primary data of respondents and objective data generated by the system.

3.5.1 Google Forms (Survey questionnaires)

The structured questionnaires have been sent to the two groups of respondents using Google Forms links sent using email and messaging programs. Google Forms was chosen due to its convenience, affordability, and possibilities to involve respondents in a geographically dispersed location, especially the 50 provided firms which are situated in different locations in and around Hoima, without the need to have to meet in person (Sekaran and Bougie, 2016). The answers were automatically transcribed into a digital spreadsheet which minimized errors in transcription, allowing the answers to be directly exported to SPSS when they were analyzed.

The questionnaire that was given to the internal staff has four parts. Section A was on bio-data such as gender, department, age, level of education and number of years with the company. Section B touched upon Odoo barcode scanning and accuracy of the inventory records. Section C discussed the issues of odoo utilization and implementation. Section D evaluated the effects of Odoo on effectiveness of order filling. The customer survey included four areas which focused on bio-data, perceived inventory level, external influences of system hassles and satisfaction of fulfilling orders. The Likert-scale sections were all based on 5-point scale of 1 (Strongly Disagree) to 5 (Strongly Agree).

3.5.2 System Document/Log Analysis Odoo System.

To come up with objective, system generated evidence that ensures a triangulation of the survey and interview results, the researcher gain access to Odoo generated reports and logs in the period 2023-2026. In particular, the analysis included the following: Inventory Valuation Reports that indicated a comparison of the system stock value with the physical count value at regular intervals; Stock Variance Reports that revealed differences between the anticipated and actual stock levels; Order Fulfillment Logs that revealed the time spent in processing on the basis of the receipt of order and issued a stock delivery document; and Stockout Frequency Records that indicated the frequency with which the reorder triggers This text report gives the before vs after comparison mechanism which is characteristic to rigorous research made by impact assessment after implementation (Yin, 2003).

3.6 Data Collection Instruments

These three data collection tools included internal staff questionnaire, customer satisfaction questionnaire and KII guide which was used by the researcher. The two

questionnaires were filled using Google Forms. A KII guide was used as a structured interview guide on interview with the system administrator and the General Manager, this would enable a thorough coverage of all technical and operation themes associated with the research aims. To gain access to the reports and logs that were generated by Odoo, a formal document access request letter, with the backing of Uganda Christian University, was sent to the Capital Auto Parts management to allow access to the documents of the analysis.

3.7 Data Quality Control

3.7.1 Validity

Questionnaires, as well as the KII guide, were subjected to content validity tests by the research supervisor and the two subject matter experts in the field of supply chain management and information system to ensure that there was validity in the questionnaire and the KII guide (Mugenda and Mugenda, 2003). The Content validity index (CVI) was then computed as the number of items rated correctly/ the number of items used times 100 which, aimed at achieving a CVI of at least 0.80. Based on responses by experts, modifications were made to both wording and content of the items to reflect that the specific objects of interest (ODOE features instead of ERP systems in general) were mentioned, and items were added to address the barcode scanning and shipping integration dimensions which are itself unique to this study context.

3.7.2 Reliability

The calculation of the Cronbachs Alpha Reliability Coefficient in SPSS V25 which followed the pilot data collection phase was to ensure the reliability of the quantitative data collected. The specific coefficient of a reliability of 0.70 or greater was chosen as the lowest point to regard the instrument as reliable (Sekaran and Bougie, 2016). A pilot test was done using 10 respondents, not a member of the main study sample, which comprised 5 of the staff of a similarly sized SME that uses Odoo in Kampala and 5 of the customer firms to ensure the level of clarity of the questions asked as well as the reliability of the instruments in their final form prior to full deployment.

3.8 Procedure of Data Collection.

The researcher received a letter of introduction with the Uganda Christian University to ease introductions with the management of Capital Auto Parts and to the provided firms.

Once the research instruments have been built and piloted, the questionnaire links on the Google Forms platform were sent via email and WhatsApp messages to the 50 participating firms as a cover mail and a purpose of the study, and assuring the respondents of the confidentiality of their responses.

In the case of the 15 internal employees of Capital Auto Parts, face to face interviews and questionnaire sessions were set at a convenient time, with one another within the company premises of Hoima. On-site interviews were also carried out with KIIs with the General Manager and system administrator; they were also recorded with the consent of the participants. An official written request was made to the management of Capital Auto Parts to access the Odoo generated inventory valuation reports, stock variance reports and order fulfillment logs as well as stockout records that were received in the period 2023 to 2026 with the support of UCU introduction letter. All data collection exercises were performed with a pre-informed consent of all participants and institutional consent of Capital Auto Parts management.

3.9 Data Analysis

3.9.1 Quantitative Data Analysis

The results (quantitative data) obtained by using Google Forms were exported to Microsoft Excel and were imported into SPSS V25 to carry out analysis. In the case of the internal staff group (n=15), descriptive statistics such as frequencies, percentages, means, and standard deviations were the major tools of analysis, since the small sample size cannot support the use of any analytical tool with statistically powerful inferential analysis alone (Sekaran and Bougie, 2016). In the combined dataset (n=65, staff and customers), a Pearson correlation analysis was used to determine the correlation between the score of Odoo system utilization staff-reported and customer-reported order fulfillment satisfaction score to test the hypothesis that staff-reported higher utilization of the system would result in higher satisfaction with the system in external fulfillment measures taken by customers.

3.9.2 Qualitative Data Analysis

Thematic analysis was done on qualitative data included in the KIIs. The interview transcriptions were transcribed by the researcher and repeated readings on the transcripts were done to familiarize the researcher with the information. There were areas of congruency or similarity in the form of recurring themes or patterns which were coded into

segments corresponding to the three areas of the research that were accuracy of inventory, challenges in use, and effectiveness of fulfillment. The results in each theme were compiled and synthesized with quantitative results and documentary results in a process known as triangulation to have a cohesive and internally congruent picture of the post implementation performance of Odoo at Capital Auto Parts (Creswell, 2014).

3.9.3 Document and Log Audit.

The reports produced by Odoo were used to calculate the objective performance indicators: the accuracy rates between the records of the system and physical counts of inventory (percentage match), the average lead times of order processing, the frequency rates of stockouts, and stock variance trends during the 2023-2026 period. These indicators were then contrasted with findings of the staff and customer surveys in order to see convergencies and variations between the subjective perceptions and objective system performance data enhancing the overall validity of the conclusions made in the study.

3.10 Measurement of Variables

Odoo Enterprise System Quality was used as the independent variable in this research and measured using three major dimensions which included the barcode scanning and warehouse module performance, Full Accounting Suite integration and accuracy of real-time valuation and shipping module effectiveness. Likert-scale statements were used to measure each of the dimensions on a 5-point scale (Strongly Disagree to Strongly Agree). The dependent variable was Inventory Management Effectiveness which was gauged by inventory record accuracy (system verses physical count variance), order fulfillment rate, fulfillment lead time, and stockout rate. Objective measurement of these dependent variable indicators created by Odoo system logs were objective measured using document analysis. Capital Auto Parts leadership provided qualitative data on the challenges in utilization as well as perceptions by the management on their system performance in response to interview questions.

3.11 Ethical Considerations

The use of a human subject in a research is an ethical issue that makes it imperative to guarantee the right, privacy, and confidentiality of the aforementioned subjects (Creswell, 2014). This research followed proper ethical standards to ensure the research integrity. All the participants were thoroughly informed about the objectives, procedures and benefits

of the study before they could get involved in it. All respondents gave informed consent, with the management of Capital Auto Parts providing written consent to access reports of the Odoo system.

Approaches were taken to ensure the privacy of information of the participants, like anonymity of the identity of individual respondents involved in the reporting and Google Forms data is stored in a secure environment under a password. Efforts were made to reduce any possible harm or discomfort to participants, such as the right to leave the study at any time, penalty free. Data collection was meant to be initiated after getting approval of the School of Business research coordination office of Uganda Christian University.

3.12 Study Limitations and Delimitations.

Limitations are forces beyond the control of a researcher that constrain methodology (Creswell, 2014). The small internal staff sample size (n=15) is the main limitation of this study as it curtails the statistical power of the inferential analyses. Why limit itself to such internal data is overcome by triangulation with customer survey data (n=50) and objective Odoo system log analysis, which offers several independent lines of evidence that overcomes the limited internal sample. The second weakness is the possible recall bias with the respondents, maximum of the firms supplying them, recalled before and after the implementation of Odoo to provide comparisons in their service quality. This is curbed by basing contests in definite measurable these indicators as lead times, and the accuracy of invoices instead of mere impressions.

The study is specifically restricted to one of the Hoima branches of capital auto parts and only the functionality of the inventory management and order fulfillment within the operational capabilities of Odoo. It does not encompass other organizational processes like human resources management, financial reporting other than inventory valuation or customer relationship management. The research also fails to cover other entities in the automotive spare parts industry in Uganda and therefore the study findings can not be directly generalized. Further evaluation could be conducted on several companies and areas in future to allow a comparative evaluation of performance of Odoo after its implementation in the new circumstances of varying organizational setups.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the data obtained from the study, analyzes this data and provides interpretations of the findings. The study focused on evaluating the role of Enterprise Resource Planning (ERP) in the inventory management in capital Auto parts, Hoima. The analysis was done in line with the three research objectives which were: to determine how Odoo barcode scanning and warehouse modules affected the accuracy of inventory records, to explore the implementation and usage challenges that influence daily operations, and to determine how Odoo shipping integrations and accounting suite have affected the effectiveness of order fulfillment. Data was collected from two groups. The first group was made up of 15 internal staff members of Capital Auto Parts and the second group was made up of 50 supplied firms or customer organizations. Data was entered and analyzed using Microsoft Excel and SPSS Version 25 and results are presented in the sub-sections below.

4.1 Response Rate

Table 4.1: Response Rate

Category	Target Sample	Returned	Not Returned	Response Rate (%)
Internal Staff	15	14	1	93.3%
Supplied Firms / Customers	50	48	2	96.0%
Total	65	62	3	95.4%

Source: Primary Data, (2026)

From the total sample size of 65 respondents, 62 questionnaires were returned. This gives an overall response rate of 95.4% which is made up of 93.3% from internal staff and 96.0% from the supplied firms or customers. This response rate is very good because Sekaran and Bougie (2016) argue that any response rate above 75% is acceptable for a study of this nature. The high response rate means that the findings of this study can be trusted and can be used to make conclusions about the population under study.

4.2 Demographic Characteristics of Internal Staff

This section presents the background information of the internal staff respondents of Capital Auto Parts, Hoima. The information covers gender, age group, department or position and years spent in the company.

4.2.1 Gender of Internal Staff

The gender distribution of the internal staff who took part in the study is presented in the table below.

Table 4.2: Gender of Internal Staff Respondents

Gender	Frequency	Percent (%)	Cumulative Percent (%)
Male	8	57.1	57.1
Female	6	42.9	100.0
Total	14	100.0	

Source: Primary Data, (2026)

The findings show that majority of the internal staff respondents were male at 57.1% while females made up 42.9%. This shows that both male and female staff are employed at Capital Auto Parts and both were part of the study. The near equal distribution between the two genders means that the views collected represent both male and female staff working with the Odoo system.

4.2.2 Age Group of Internal Staff

Table 4.3: Age Group of Internal Staff

Age Group	Frequency	Percent (%)	Cumulative Percent (%)
18-29 years	6	42.9	42.9
30-39 years	7	50.0	92.9
40-49 years	1	7.1	100.0
Total	14	100.0	

Source: Primary Data, (2026)

The findings show that half of the internal staff respondents (50.0%) were in the age bracket of 30 to 39 years while 42.9% were between 18 and 29 years. Only 7.1% of respondents were in the 40 to 49 age bracket. This shows that the workforce at Capital Auto Parts is largely made up of young adults. Young workers are generally more open to using technology and digital systems and this helps explain why many of them have been able to work with the Odoo system during its implementation.

4.2.3 Department or Position of Internal Staff

Table 4.4: Department or Position of Internal Staff

Department / Position	Frequency	Percent (%)
Management	4	28.6
Sales and Marketing	3	21.4
Procurement and Logistics	2	14.3
Warehouse and Stores	2	14.3
IT and Systems	1	7.1
Finance and Accounts	1	7.1
Workshop and Maintenance	1	7.1
Total	14	100.0

Source: Primary Data, (2026)

Findings show that 28.6% of respondents were in management positions and 21.4% were from Sales and Marketing. The rest were spread across Procurement and Logistics, Warehouse and Stores, IT and Systems, Finance and Accounts, and Workshop and Maintenance departments. The fact that respondents came from different departments of the company means that the study was able to collect views from staff who interact with the Odoo system in different ways, which makes the findings of this study more complete.

4.2.4 Years Spent in the Company

Table 4.5: Years Spent in the Company by Internal Staff

Years in Company	Frequency	Percent (%)	Cumulative Percent (%)
Under one year	0	0.0	0.0
1-5 years	10	71.4	71.4
6-10 years	3	21.4	92.9
10 and above years	1	7.1	100.0
Total	14	100.0	

Source: Primary Data, (2026)

Majority of internal staff respondents (71.4%) had worked at Capital Auto Parts for between one and five years while 21.4% had been there between six and ten years. Only 7.1% had worked in the company for more than ten years. This indicates that most of the staff were already working in the company when Odoo Enterprise was introduced, as its use was reported as being for 1-2 years. This meant that they knew how things worked beforehand without having Odoo and therefore could compare the performance before and after implementing Odoo.

4.2.5 Duration of Using the Odoo System

Out of the 14 in-house staff respondents, 100% said that they were using the Odoo Enterprise system for 1-2 years. This is related to the fact that the system was installed in 2023 and the study conducted in 2026. There is a meaningful period of 3 years to assess the performance of the system from the time of its introduction.

4.3 Characteristics of Supplied Firms or Customer Respondents

The background information of the 48 firms or customer organizations supplied for this study is presented here.

4.3.1 Gender of Customer Respondents

Table 4.6: Gender of Customer Respondents

Gender	Frequency	Percent (%)	Cumulative Percent (%)
Male	40	83.3	83.3
Female	8	16.7	100.0
Total	48	100.0	

Source: Primary Data, (2026)

The results show that 83.3% of the customer respondents were male and 16.7% female. This indicates that most of the firms' purchase and operational positions are occupied by men. This is a typical trend in the industries studied: Building, Oil and Transport.

4.3.2 Type of Entity or Business

Table 4.7: Type of Entity or Business of Supplied Firms

Type of Entity	Frequency	Percent (%)
Construction Company	15	31.3
Transport or Logistics Firm	14	29.2
Oil Sector Contractor	12	25.0
Government Entity	5	10.4
NGO or Aid Organization	1	2.1
Mining Company	1	2.1
Total	48	100.0

Source: Primary Data, (2026)

The highest concentration of customer respondents was from construction companies, (31.3%), followed by transport or logistics companies (29.2%), and oil sector contractors (25.0%). Government entities made up 10.4% while NGOs and mining companies each accounted for 2.1%. The diversity of the business types in the sample indicates that Capital Auto Parts caters for a diverse set of clients in Hoima and the surrounding area. The strong

representation of oil sector, construction, transport industry clients indicates the economic activity in Hoima is highly dependent on the oil industry.

4.3.3 Position of Customer Respondents

Table 4.8: Position of Customer Respondents in Their Organizations

Position	Frequency	Percent (%)
Operations Manager	32	66.7
Store Manager	7	14.6
Procurement Officer	6	12.5
Fleet Manager	2	4.2
Supply Chain Manager	1	2.1
Total	48	100.0

Source: Primary Data, (2026)

The results indicate that the majority of the customer respondents (66.7%) were operations managers, 14.6% were store managers, and 12.5% were procurement officers. The remaining one-third were fleet managers and supply chain managers. All these positions have a direct line of responsibility to the order and delivery of spare parts from Capital Auto Parts. They participate in the study, so the data they provide is authentic to their real experiences in dealing with the company's inventory and order fulfillment processes.

4.3.4 Years of Business Relationship with Capital Auto Parts

Table 4.9: Years of Business Relationship with Capital Auto Parts

Duration	Frequency	Percent (%)	Cumulative Percent (%)
Under one year	5	10.4	10.4
1-2 years	33	68.8	79.2
3-5 years	8	16.7	95.8
Over 5 years	2	4.2	100.0
Total	48	100.0	

Source: Primary Data, (2026)

The results reveal that 68.8% of the customer respondents were purchasing from Capital Auto Parts for one to two years, aligning with the customer's time since the implementation of Odoo Enterprise. There were also 16.7% of its clients who had been customers for 3 to 5 years, having a service deliver experience before and after the implementation of the Odoo system. A mere 4.2 per cent had a relationship of over 5 years. With a large cohort represented in the one to two year time frame, there is a strong perspective on how the business has been performing since implementing the ERP.

4.4 Objective One: Effect of Odoo Barcode Scanning and Warehouse Module on Inventory Record Accuracy

This goal examined the impact that the barcode scanning and warehouse modules of Odoo Enterprise have had on the accuracy of inventory records at Capital Auto Parts. The internal staff were requested to rate statements on a 5-point Likert scale ranging from “Strongly Agree” (1) to “Strongly Disagree” (5).

Table 4.10: Effect of Barcode Scanning and Warehouse Module on Inventory Record Accuracy (Internal Staff, n=14)

Statement	SA (1)	A (2)	NS (3)	D (4)	SD (5)	% Agree
The ERP system provides real-time updates for all stock movements.	9 (64.3%)	3 (21.4%)	1 (7.1%)	0 (0.0%)	1 (7.1%)	85.7%
Physical stock counts consistently match the records in Odoo.	3 (21.4%)	8 (57.1%)	2 (14.3%)	0 (0.0%)	1 (7.1%)	78.6%
Barcode scanners are consistently used for every stock movement.	4 (28.6%)	8 (57.1%)	1 (7.1%)	0 (0.0%)	1 (7.1%)	85.7%
The system has reduced manual data entry errors since implementation.	4 (28.6%)	6 (42.9%)	3 (21.4%)	0 (0.0%)	1 (7.1%)	71.4%
The Odoo inventory module provides a reliable audit trail for every spare part.	5 (35.7%)	7 (50.0%)	1 (7.1%)	0 (0.0%)	1 (7.1%)	85.7%

The Odoo Accounting Suite gives an accurate real-time valuation of spare parts.	1 (7.1%)	9 (64.3%)	3 (21.4%)	0 (0.0%)	1 (7.1%)	71.4%
Searching for specific part numbers and stock locations is easy using Odoo.	6 (42.9%)	6 (42.9%)	1 (7.1%)	0 (0.0%)	1 (7.1%)	85.7%

Source: Primary Data, (2026)

The results presented in Table 4.10 indicate that 85.7 % of internal personnel agreed that the ERP system gives real-time updates for all stock movements. This implies that a part received or removed from the store is recorded as it is received or removed and the information is made available at the same time. It's a great thing that this helps management and procurement team see how much stock is on hand without having to count it by hand.

As to whether physical stock counts would be in line with the records in the Odoo system, 78.6% of the respondents agreed. This indicates that the system is quite correct, but still there is a gap of 21.4% on which they were not sure or disagreed. This indicates that, in some instances, the system records do not correspond with what is actually in the store. This could happen when a barcode is not scanned during a stock movement, which then creates a difference between the system and the actual stock.

Consistent use of the Barcode Scanners had an agreement rate of 85.7%. This is a positive finding since the barcode scanner is the instrument connecting all the physical movements of the stocks with the Odoo system. There was a small proportion (14.3%) who said they didn't know or disagreed, however, which indicates that at times staff are not scanning items, which means there are times when data is not available.

71.4% agreed that manual data entry errors have decreased since implementation, 21.4% were not sure and 7.1% strongly disagreed. This indicates that the errors have been reduced but not all. The respondents who were uncertain could be from departments where the system is not used often or where manual recording of the data is still prevalent.

The second most agreed upon was the statement that every spare part received can be easily traced thanks to the Odoo inventory module (85.7%). This is an important discovery

as a movement of every part is recorded in the system and can be traced back for accountability and stock reconciliation. The Accounting Suite providing accurate real-time valuation received 71.4% agreement while easy searching for part numbers received 85.7% agreement, showing that staff find the system helpful for day-to-day operations.

Overall, the findings on this objective show that the barcode scanning and warehouse module of Odoo Enterprise has had a largely positive effect on inventory record accuracy at Capital Auto Parts. The majority of staff in all departments agreed that the system has improved how stock is recorded and tracked. However, the existence of staff who were not sure or disagreed on some items points to the need to ensure that all staff use the system fully and consistently.

4.5 Objective Two: Implementation and Utilization Challenges of Odoo Enterprise

This objective explored the challenges that have been faced in the day-to-day use and implementation of Odoo Enterprise at Capital Auto Parts. The findings from both internal staff and customer respondents are presented below.

4.5.1 Internal Staff Views on Utilization Challenges

Table 4.11: Implementation and Utilization Challenges as Reported by Internal Staff (n=14)

Statement	SA (1)	A (2)	NS (3)	D (4)	SD (5)	% Agree
Frequent internet connectivity issues in Hoima hinder Odoo system usage.	3 (21.4%)	6 (42.9%)	5 (35.7%)	0 (0.0%)	0 (0.0%)	64.3%
Staff have received adequate training to use all modules of Odoo Enterprise.	1 (7.1%)	6 (42.9%)	4 (28.6%)	3 (21.4%)	0 (0.0%)	50.0%
Technical support is readily available when the system has problems.	6 (42.9%)	3 (21.4%)	4 (28.6%)	1 (7.1%)	0 (0.0%)	64.3%
There is resistance among some staff to move away from manual records.	3 (21.4%)	6 (42.9%)	5 (35.7%)	0 (0.0%)	0 (0.0%)	64.3%

Syncing the Odoo shipping module with local logistics providers is seamless.	3 (21.4%)	3 (21.4%)	7 (50.0%)	1 (7.1%)	0 (0.0%)	42.9%
System downtime due to poor connectivity in Hoima is a regular problem.	3 (21.4%)	8 (57.1%)	3 (21.4%)	0 (0.0%)	0 (0.0%)	78.6%
The current system is user-friendly and meets our operational needs.	6 (42.9%)	4 (28.6%)	4 (28.6%)	0 (0.0%)	0 (0.0%)	71.4%

Source: Primary Data, (2026)

Table 4.11 shows that 64.3% of internal staff agreed that internet connectivity problems in Hoima hinder the use of Odoo. A further 78.6% agreed that system downtime caused by poor connectivity is a regular operational problem. These two findings together confirm that internet infrastructure is a significant challenge for the company in Hoima. When the internet goes down, staff cannot use the system to record stock movements or process orders, which means the system falls behind reality until connectivity is restored.

On the statement that staff have received adequate training to use all modules of Odoo Enterprise, only 50.0% agreed. This is the lowest agreement percentage of all statements in this section and it is a key finding. Half of the staff feel that they are not adequately trained to take full advantage of all parts of the system. This is a serious concern because no matter how well a system is designed, if people using the system don't know how to use it well, then it won't work. The 21.4% who did indeed disagree with this statement, does confirm that training is one of the areas that does require more attention.

Agreement with the statement about some staff being resistant to the change from manual records was 64.3%. This indicates that over 60% of the staff recognize that there are still some who would prefer to keep their records the old fashion method. This is a behavior challenge that will make the data in Odoo less reliable, if some staff are still doing things manually and they don't do the same in Odoo, then it will not be complete.

Syncing the Odoo shipping module with local logistics providers is seamless received the lowest overall agreement with 42.9% of respondents, among them 50.0% were not sure about this item. This indicates that there is a lack of understanding by many staff on the operation of the shipping module, or that it has not been functioning well with the

logistics providers in Hoima region. This general finding—that the shipping module has not been completely integrated into everyday operation—is consistent with this.

The positive aspects are: 64.3% of the staff agreed that technical support is easily available when the system is in problem, and 71.4% of the staff agreed that the system is user friendly and is fulfilling the requirement of operation. The results indicate that staff value the system and find it usable and provide a good base for enhancing usage of the system in the future.

4.5.2 Customer Views on the External Impact of Utilization Challenges

Table 4.12: Customer Perception of Service Delivery and System Challenges (n=48)

Statement	SA (1)	A (2)	NS (3)	D (4)	SD (5)	% Agree
Service from Capital Auto Parts is frequently interrupted by system being down.	11 (22.9%)	4 (8.3%)	9 (18.8%)	20 (41.7%)	4 (8.3%)	31.2%
Staff demonstrate high proficiency in processing our orders digitally.	16 (33.3%)	30 (62.5%)	0 (0.0%)	2 (4.2%)	0 (0.0%)	95.8%
Documentation received is always generated without errors.	23 (47.9%)	23 (47.9%)	1 (2.1%)	1 (2.1%)	0 (0.0%)	95.8%
Technical issues at the supplier branch cause delays in processing our payments.	22 (45.8%)	25 (52.1%)	0 (0.0%)	1 (2.1%)	0 (0.0%)	97.9%
Capital Auto Parts has become more digitally efficient over the last two years.	22 (45.8%)	24 (50.0%)	2 (4.2%)	0 (0.0%)	0 (0.0%)	95.8%

Source: Primary Data, (2026)

The findings from the customer perspective on challenges of Capital Auto Parts are mixed, as seen in Table 4.12. Only 31.2% agreed that their service from Capital Auto Parts is often disrupted when the system is down. Most (50.0%) disagreed or strongly disagreed. This indicates that internal staff will still have downtime, although not as frequently as you'd think, but most of the downtime isn't directly impacting customers since it may be

addressed prior to orders being processed, or because staff are able to manage through the outages.

But 97.9% of customers said they sometimes experience delays in processing their payments at the Capital Auto Parts branch due to technical issues. This is the greatest percentage agreement in this section and is a very significant finding. Though many times customers may not notice system downtime, when the system downtime causes delay in their invoice or payment, it is noticed. This implies that the connectivity and downtime issues that employees notice internally will ultimately be reflected in payment and billing delays, and it's an issue that will continue to impact customers.

The good news is that 95.8% of customers felt the employees at Capital Auto Parts are very skilled at handling orders electronically. This indicates that staff perceive that there are training needs, but these are not perceived by customers as staff are competent and efficient. In addition, 95.8% said they didn't experience any errors in the creation of documentation like delivery notes and invoices, and 95.8% said Capital Auto Parts has gotten significantly more digitally efficient over the past two years. The results indicate that Odoo Enterprise has truly impacted customers' digital service delivery.

4.6 Objective Three: Impact of Odoo Shipping Integrations and Accounting Suite on Order Fulfillment Effectiveness

This goal measured the impact of the Odoo shipping integrations and accounting solution on the efficiency of order fulfillment at Capital Auto Parts. Below are the results of both internal staff responses and customer responses.

4.6.1 Internal Staff Views on Order Fulfillment

Table 4.13: Impact of Odoo on Order Fulfillment as Reported by Internal Staff (n=14)

Statement	SA (1)	A (2)	NS (3)	D (4)	SD (5)	% Agree
The Odoo system helps predict and prevent stock-outs before they occur.	5 (35.7%)	6 (42.9%)	2 (14.3%)	1 (7.1%)	0 (0.0%)	78.6%
Customer orders are processed significantly faster since Odoo was implemented.	5 (35.7%)	6 (42.9%)	2 (14.3%)	1 (7.1%)	0 (0.0%)	78.6%

The frequency of delivering incorrect parts to clients has decreased since Odoo.	7 (50.0%)	3 (21.4%)	3 (21.4%)	1 (7.1%)	0 (0.0%)	71.4%
Odoo shipping integration allows customers to get accurate order status updates.	7 (50.0%)	3 (21.4%)	3 (21.4%)	1 (7.1%)	0 (0.0%)	71.4%
The system allows quick and accurate generation of invoices and delivery notes.	7 (50.0%)	5 (35.7%)	1 (7.1%)	1 (7.1%)	0 (0.0%)	85.7%
Customer complaints about part availability have reduced since Odoo implementation.	4 (28.6%)	5 (35.7%)	3 (21.4%)	2 (14.3%)	0 (0.0%)	64.3%

Source: Primary Data, (2026)

Table 4.13 shows that 78.6% of internal staff agreed that the Odoo system has a predictive capability of stock-outs before they happen. This is a significant advantage as customers cannot obtain the parts they require when they are out of stock resulting in delays in their work. The system notifies staff when the stock is running low, allowing the procurement staff time to reorder parts before they are needed.

An identical 78.6% stated that customer orders are completed much quicker after the implementation of Odoo. Many of the order workflow processes are automated including stock availability, creating delivery notes and updating inventory. All of these steps were previously performed by hand and had a greater risk of error.

Concerning delivery accuracy, 71.4% of the staff members agreed that they deliver fewer wrong parts to customers since the introduction of Odoo. Likewise, 71.4% of the respondents stated that the shipping integration in Odoo enables the customer to avail the right order status update. These results indicate Odoo has increased the accuracy and communication regarding order delivery.

The quick and accurate creation of invoices and delivery notes was rated most agreed in this section, at 85.7%. This is a positive indication that the Accounting Suite in Odoo has revolutionized billing and documentation processes. Invoices were traditionally a manual

process before Odoo, which involved more time and increased the risk of error. These are now created automatically when a delivery has been confirmed, saving time and minimising errors.

The 14.3% disagreement was the highest for the statement on reduction in customer complaints while 64.3% of the respondents agreed. This indicates that in general complaints have decreased, but some staff members believe that there is still customer complaining. This is related to training gaps mentioned above. Staff do not use the system fully and errors can still happen, causing complaints.

4.6.2 Customer Views on Order Fulfillment

Table 4.14: Customer Experience of Order Fulfillment at Capital Auto Parts (n=48)

Statement	SA (1)	A (2)	NS (3)	D (4)	SD (5)	% Agree
The lead time between order placement and delivery has significantly improved.	21 (43.8%)	23 (47.9%)	1 (2.1%)	3 (6.2%)	0 (0.0%)	91.7%
Emergency or urgent orders are fulfilled with high speed and reliability.	23 (47.9%)	23 (47.9%)	1 (2.1%)	1 (2.1%)	0 (0.0%)	95.8%
The frequency of receiving wrong parts or incorrect models has decreased.	17 (35.4%)	28 (58.3%)	1 (2.1%)	2 (4.2%)	0 (0.0%)	93.8%
We receive clear and accurate tracking information about our order status.	26 (54.2%)	21 (43.8%)	1 (2.1%)	0 (0.0%)	0 (0.0%)	97.9%
The invoices generated by Capital Auto Parts are clear and match goods received.	28 (58.3%)	20 (41.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	100.0%
Our overall satisfaction with Capital Auto Parts inventory management is very high.	23 (47.9%)	25 (52.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	100.0%

Source: Primary Data, (2026)

Table 4.14 indicates that Capital Auto Parts' customer satisfaction level regarding order fulfillment is very high. The rate of agreement for the statement “Invoices are clear and match goods received” was 100.0% with all the customer respondents agreeing with the statement. The overall satisfaction with Capital Auto Parts inventory management also achieved 100.0% agreement. The top marks in the whole study and an indication that customers are extremely satisfied with the service they receive for order and billing.

91.7% of customers agreed that lead times have significantly improved since they started using Capital Auto Parts. The 6.2% that disagreed may be a segment of customers who experienced certain delays, perhaps stemming from connectivity issues which contributed to delayed payments as described above. A total of 95.8% agreed that the company could fulfil the orders in an emergency situation, which indicates that the company is capable of responding quickly when customers have urgent orders.

For delivery accuracy: 93.8% said the number of customers that receive incorrect parts or incorrect models is less. This is the validation that the staff finding was correct, and that Odoo has helped to reduce delivery errors. 97.9% of customers have confirmed the tracking information, indicating that the Odoo shipping module is adding real value to customers through accurate tracking.

These very strong customer findings go in sharp contrast to the more conservative internal staff findings, which found training and connectivity issues as problems, but also imply good performance on the customer side despite these. It's a key factor to consider for Capital Auto Parts' management. The system is well received by customers but there is space to improve the internal use of the system, thereby enhancing the performance even further.

4.6.3 Customer Views on Inventory Accuracy

Table 4.15: Customer Perception of Inventory Accuracy and Stock Availability (n=48)

Statement	SA (1)	A (2)	NS (3)	D (4)	SD (5)	% Agree
Capital Auto Parts consistently has the specific spare parts we require in stock.	34 (70.8%)	13 (27.1%)	1 (2.1%)	0 (0.0%)	0 (0.0%)	97.9%
Stock-out situations for high-demand items are rare when we place orders.	25 (52.1%)	21 (43.8%)	1 (2.1%)	1 (2.1%)	0 (0.0%)	95.8%
The information provided about item availability is always accurate.	25 (52.1%)	22 (45.8%)	1 (2.1%)	0 (0.0%)	0 (0.0%)	97.9%
Capital Auto Parts provides real-time feedback on stock levels when asked.	23 (47.9%)	24 (50.0%)	1 (2.1%)	0 (0.0%)	0 (0.0%)	97.9%
Physical delivery of parts matches the quantity and description ordered.	27 (56.3%)	21 (43.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	100.0%

Source: Primary Data, (2026)

Table 4.15 indicates that customers are very positive on the inventory accuracy of Capital Auto Parts. There was a 100.0% agreement for the statement "physical delivery of parts is equal to the quantity and description ordered. Both statements regarding parts always being in stock and information about availability being accurate had 97.9% agreement. The findings strongly back the staff discoveries with regards to the positive impact of the utilization of barcode and the Odoo inventory module on stock accuracy.

The customer satisfaction result of 95.8% of customers saying that stock-outs for high-demand items are rare shows that Odoo's reorder rules and stockout prevention mechanisms are effective. Customers also validated that Capital Auto Parts gives real-time stock level information, meaning that when customers inquire about the stock level, they are provided with information from Odoo. This helps customers to develop trust and better plan procurement.

4.7 Correlation Coefficients

In order to determine the relationship between the variables under study, Pearson correlation analysis was used. Two different correlation tests were performed. The first was performed on the internal staff data to determine the relationship between the quality of the Odoo system and order fulfillment effectiveness. The second was done on the customer data to find the relationship between perceived inventory accuracy and customer-reported order fulfillment satisfaction.

4.7.1 Correlation between Odoo System Quality and Order Fulfillment (Internal Staff)

Table 4.16: Pearson Correlation between System Quality (Section B) and Order Fulfillment (Section D) for Internal Staff

	System Quality (Section B)	Order Fulfillment (Section D)
System Quality (Section B)	Pearson Correlation: 1	Pearson Correlation: .949**
	Sig. (2-tailed): -	Sig. (2-tailed): .000
	N: 14	N: 14
Order Fulfillment (Section D)	Pearson Correlation: .949**	Pearson Correlation: 1
	Sig. (2-tailed): .000	Sig. (2-tailed): -
	N: 14	N: 14

** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, (2026)

The Pearson correlation result in Table 4.16 shows a very strong positive relationship ($r = .949$, $p = .000 < .01$) between Odoo system quality as measured by the barcode scanning and warehouse module performance (Section B) and order fulfillment effectiveness (Section D) among internal staff. This means that staff who reported higher system quality and better use of the barcode module also reported stronger order fulfillment outcomes such as faster order processing, fewer delivery errors and better invoice generation. The correlation is significant at the 0.01 level, which means the relationship is not due to chance. This finding confirms that the effective use of Odoo Enterprise is directly linked to better inventory management performance at Capital Auto Parts.

4.7.2 Correlation between Inventory Accuracy and Order Fulfillment (Customers)

Table 4.17: Pearson Correlation between Perceived Inventory Accuracy (Section B) and Order Fulfillment Satisfaction (Section D) for Customers

	Inventory Accuracy (Section B)	Order Fulfillment (Section D)
Inventory Accuracy (Section B)	Pearson Correlation: 1	Pearson Correlation: .630**
	Sig. (2-tailed): -	Sig. (2-tailed): .000
	N: 48	N: 48
Order Fulfillment (Section D)	Pearson Correlation: .630**	Pearson Correlation: 1
	Sig. (2-tailed): .000	Sig. (2-tailed): -
	N: 48	N: 48

** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, (2026)

The Pearson correlation in Table 4.17 shows a moderate to strong positive relationship ($r = .630$, $p = .000 < .01$) between customer-perceived inventory accuracy and customer-reported order fulfillment satisfaction at Capital Auto Parts. This means that customers who found Capital Auto Parts to have good stock availability and accurate inventory information also tended to report higher satisfaction with order fulfillment outcomes such as delivery times, delivery accuracy and invoice quality. This result confirms from the customer side that inventory accuracy, which is supported by the Odoo barcode and warehouse module, is connected to better service delivery. The fact that this correlation is significant at the 0.01 level with a sample of 48 customer firms makes it a reliable finding.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This final chapter presents the summary of the main findings of the study, draws conclusions based on those findings and makes recommendations for practice and policy. It also identifies the new directions for future research. The study aimed to evaluate the performance of Odoo Enterprise ERP system in the inventory management system of Capital Auto Parts, Hoima. Data was gathered from 14 internal staff and 48 data supplying firms or customer organizations by using questionnaires and analysed by using SPSS Version 25 and Microsoft Excel.

5.1 Summary of Main Findings

5.1.1 Effect of Odoo Barcode Scanning and Warehouse Module on Inventory Record Accuracy

The results obtained for the first objective indicate that at Capital Auto Parts, the impact of the barcode scanning and warehouse module of Odoo Enterprise on the accuracy of inventory records has been positive. In particular, 85.7% of the internal staff agreed the system offers real time stock updates, 85.7% agreed that bar code scanners are correctly used for stock movements and 85.7% confirmed that the system has a good audit trail of all stock in the store. On the customer side, 97.9 percent of customers indicated that Capital Auto Parts always has parts in stock, 100.0 percent said that the parts delivered to them were as described and ordered and 97.9 percent said that the information on parts availability is always accurate.

This result is consistent with the result of Olhager and Selldin (2003) which revealed that the inventory record accuracy of organisations with ERP-based bar code system was as high as 25% more accurate than the organisations with manual system. They also concur with Moalagh and Ravasan (2012) which revealed that in SMEs, errors in counting inventory could be reduced by as much as 40% with the use of ERP barcode scanning. The results show the theoretical advantages of the barcode based ERP systems are being realized at Capital Auto Parts, but there are still some gaps. As stated by Umble, Haft and Umble (2003), the advantages of the bar code scanning system will not be realized until all

employees are utilizing it in the same manner for all stock transactions. This study revealed that this is still a challenge at Capital Auto Parts.

5.1.2 Implementation and Utilization Challenges of Odoo Enterprise

The results of the second objective show the set of challenges that are curbing the Odoo Enterprise's full potential at Capital Auto Parts. The biggest hurdle is getting an internet, or WiFi, connection. 78.6% agreed that system downtime in Hoima due to poor connectivity is a recurrent operational issue while 64.3% agreed that internet connectivity is challenging the use of Odoo. This aligns with the Ugandan Ssewanyana and Busler (2007) study findings that connectivity challenges are a critical constraint for ERP performance in SMEs in Uganda, and Uganda Investment Authority (2017) who reported that many SMEs cannot proactively deal with such disruption due to a lack of infrastructure support.

Training is the second major challenge. 50.0% of staff agreed that they are trained to utilize all the modules of Odoo Enterprise, but 21.4% disagreed with this statement. This is an important discovery as Finney and Corbett (2007) state that the lack of end-user training is one of the most significant barriers to the performance of ERP in SMEs, while Nah, Tan and Teh (2004) believe that continuous training is crucial to keep the employees competent and confident in the system once it has been implemented. The 64.3% of staff who still do not wish to switch to electronic records are directly linked to the training gap. Any staff members who are not confident in the system are more likely to maintain their own manual records as a safety precaution, which will further impact the accuracy of the Odoo records.

Agreement to the ease with which shipping module integration was achieved with local logistics partners was lowest with 42.9%, with 50.0% of respondents not sure. This indicates that the shipping module is not completely integrated with the Capital Auto Parts Hoima logistics partners, thereby inhibiting the maximum uptake of this feature. The good news is that 64.3% of staff reported having access to technical support and 71.4% reported that the system is easy to use. For customers, 97.9% said technical issues are a cause of payment delays while 31.2% indicated that service is often interrupted by downtime in the system. This indicates that connectivity issues have an impact primarily on the internal processes and billing, but not often on the customers' core service.

5.1.3 Impact of Odoo Shipping Integrations and Accounting Suite on Order Fulfillment

The results for the third objective indicate that Odoo Enterprise has significantly benefited Capital Auto Parts in the area of order fulfillment. 85.7% of the internal staff members agreed that the system enables them to effectively and accurately generate invoices and delivery notes within a reasonable span of time; 78.6% agreed that orders are processed much quicker since the implementation of Odoo; 78.6% agreed that stock out can be predicted and avoided, owing to the system. The results were even better from the customer's point of view. All customers agreed that their Capital Auto Parts generated invoices were clear and they received the same goods. 100.0% also strongly agreed that the overall satisfaction with Capital Auto Parts inventory management very high also. Further, 95.8% confirmed that emergency orders are executed in a timely and reliable manner, 97.9% confirmed that they receive clear and accurate tracking information and 91.7% confirmed that lead time for delivery has significantly improved.

The results are comparable to that of Hendricks and Singhal (2003) who reported that companies implementing ERP-based replenishment systems experienced a lost revenue from stock-outs reduction of 23% and Haag, Cummings and Phillips (2007) who reported that a reduction in Procurement cycle times of 35% was experienced when implementing automated replenishment, thus leading to better stock availability. These scores of 100.0% on both invoice accuracy and customers' overall satisfaction are particularly important and support the DeLone and McLean (2003) theory that high system quality and information quality leads to high user satisfaction and net benefits.

5.1.4 Correlation Findings

The two most important results from the Pearson correlation analysis were obtained. For internal employees, a strong positive correlation ($r = .949$, $p < .01$) was observed between the Odoo system quality in terms of barcode scanning and the performance and effectiveness of order fulfillment in the warehouse module. That is, staff who gave a higher rating for the system in terms of accuracy and usability also reported higher outcomes for order fulfillment. Second, a moderate to strong positive correlation was found ($r = .630$, $p < .01$) between perceived inventory accuracy and order fulfillment satisfaction for the customers. This validates that having greater stock availability and greater accuracy - which Odoo's inventory module offers—results in a better overall stock fulfillment experience for customers. Both correlations were highly significant at the 0.01 level.

5.2 Conclusions

From the above findings, it can be concluded that the introduction of Odoo Enterprise ERP has overall had a positive effect on inventory management at Capital Auto Parts, Hoima in the years 2023-2026. The Bar code scanning and Warehouse function enables to increase the accuracy of stock records, decrease manual mistakes and makes the data on the stock available in real time. The accounting package has simplified the production of invoices to a more rapid and precise process, while customers are very pleased with the billing they obtain. Order fulfillment has improved significantly in terms of speed, accuracy and communication, and customers have noticed the improvement in digital efficiency.

The study also shows, however, that Capital Auto Parts isn't yet leveraging the full capabilities of Odoo Enterprise. The major factors are poor internet connectivity in Hoima leading to frequent downtime of the system, lack of training of staff on all the modules of the system, and the maintenance of parallel manual records by some staff members. These are issues that impact the integrity of the data in Odoo and that hinder some modules, such as shipping integration, from operating at their optimum level. There is a strong correlation between system quality and order fulfillment, which underscores the fact that improving system quality would yield even better results for order fulfillment.

The study also finds the results of this study consistent with the DeLone and McLean (2003) Information Systems Success Model in which system, information quality and user satisfaction are found to be necessary conditions for an ERP system to provide its full net benefits. An ERP investment will yield less benefits if any of these dimensions are inadequate. As for Capital Auto Parts, the quality of the system is influenced by connectivity, the quality of information is impacted by inconsistent scanning and the user satisfaction is modestly reduced by training issues.

5.3 Recommendations

Invest in reliable internet connectivity: The management of Capital Auto Parts should consider investing in a dedicated internet line or a backup connectivity solution such as a 4G LTE router for the Hoima branch. Since 78.6% of staff confirmed that system downtime is a regular operational problem and 97.9% of customers said technical issues cause payment delays, improving internet reliability is the single most important action the company can take to get more value from its Odoo investment.

Carry out regular and structured staff training: Company should have a formal training program and educate staff about all modules of Odoo Enterprise like Barcode scanning, Shipping integration, accounting suite etc. Structured and repeated training approach is required as only 50.0% of staff think they have received sufficient training. Training should be a regular occurrence rather than an "event" and should occur regularly, particularly if the system has been updated or new employees join the company. This is echoed by Nah, Tan and Teh (2004) who state that training on a continuous basis is what makes ERP to be effective after its initial implementation.

Stop the use of parallel manual records: Capital Auto Parts should establish a policy to prohibit the use of manual records with the barcode scanner system, and instruct all employees to cease using the manual system to record all stock movements. As 64.3% of staff indicated that some still prefer to continue with manual records, strong leadership from management is essential to fill the gap. Using parallel records by staff members results in inaccuracies in the Odoo information and hence diminishes the advantages of the ERP system for the entire company.

Fully integrate the shipping module with local logistics providers: The company will engage Odoo system administrator and logistics providers locally in Hoima to completely setup and test the shipping integration module. There is clearly a lack of consistency in the shipping module as only 42.9% agree it is synced seamlessly with logistics providers, with 50.0% not being sure. A fully working shipping integration would allow customers to get real-time delivery tracking and would speed up the delivery confirmation process.

Use Odoo data for strategic procurement planning: With Odoo in place for three years, the system has built up an extensive historical sales, stock movement and order pattern to enable improved demand forecasting and procurement planning. The management should make sure that the procurement team is using the Odoo's reports and reorder rules regularly and make their procurement decisions based on data, not guesswork. This would further strengthen the current situation and eliminate the stock-outs and emergency purchase scenarios.

5.4 Areas for Further Research

Although this study has produced useful findings, the researcher acknowledges that more research is needed in the following areas:

- A comparative study of Odoo Enterprise performance across multiple automotive spare parts SMEs in different Ugandan cities to test whether the findings of this study are consistent across different locations and organizational sizes.
- A study on the effect of ERP training programmes on staff utilization rates and inventory record accuracy in Ugandan SMEs, to provide evidence for the training recommendations made in this study.
- An investigation into how internet connectivity solutions such as dedicated fiber lines or offline-first ERP configurations can help businesses in regional Ugandan towns like Hoima to reduce the impact of connectivity problems on ERP system performance.
- A longitudinal study of inventory management performance at Capital Auto Parts to track whether the recommendations made in this study lead to measurable improvements in system utilization, stock accuracy and customer satisfaction over time.
- A study on how demand forecasting through Odoo can be used to reduce emergency procurement costs in oil and construction sector supply chains in Uganda, given the volume of clients in these sectors served by companies like Capital Auto Parts.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR INTERNAL STAFF

(<https://forms.gle/nVDVsBVKozLb9K8F7>)

Dear respondent,

I am **MUCHUNGUZI MARK**, a student of Uganda Christian University pursuing a Bachelor's Degree in Procurement and Logistics Management. I am carrying out research on the topic: "The Role of Enterprise Resource Planning (ERP) In Inventory Management: A Case Study of Capital Auto Parts, Hoima." This information is entirely for academic purposes and will be kept confidential. Kindly provide the information required for the success of this study.

INSTRUCTIONS

Please tick the appropriate responses.

Fill in the blank spaces where necessary.

SECTION A: BIODATA

1. Sex of the respondent
(i) Male ☐ (ii) Female ☐
2. Department/Position
(i) Procurement & Logistics ☐ (ii) Warehouse/Stores ☐
(iii) Sales & Marketing ☐ (iv) Finance & Accounts ☐
(v) Management ☐
3. Age
(i) 18-29 years ☐ (ii) 30-39 years ☐ (iii) 40-49 years ☐
(iv) 50 years and above ☐
4. Education level
(i) Postgraduate ☐ (ii) Graduate ☐ (iii) Diploma ☐ (iv) Certificate ☐
Others (specify)
5. Years spent in the Company
(i) Under one year ☐ (ii) 1-5 years ☐ (iii) 6-10 years ☐ (iv) 10 and above years ☐
6. How long have you been using the Odoo Enterprise system in your role?
(i) Less than 1 year ☐ (ii) 1-2 years ☐ (iii) More than 2 years ☐

In the following sections, please tick your level of agreement.

1 = Strongly Agree 2 = Agree 3 = Not Sure 4 = Disagree 5 = Strongly Disagree

SECTION B: IMPACT OF ODOO BARCODE SCANNING AND WAREHOUSE MODULE ON INVENTORY RECORD ACCURACY

No.	Statement	1	2	3	4	5
1	The ERP system provides real-time updates for all stock movements.					
2	Physical stock counts consistently match the records shown in the Odoo					

	system.					
3	The barcode scanners are consistently used for every stock-in and stock-out movement.					
4	The system has reduced the occurrence of manual data entry errors since implementation.					
5	The Odoo inventory module provides a reliable audit trail for every spare part in the store.					
6	The Odoo Accounting Suite provides an accurate real-time valuation of spare parts on hand.					
7	Searching for specific part numbers and their stock locations is easy using Odoo.					

If any other, please specify:

SECTION C: IMPLEMENTATION AND UTILIZATION CHALLENGES OF ODOO ENTERPRISE

No.	Statement	1	2	3	4	5
1	Frequent internet connectivity issues in Hoima hinder Odoo system usage.					
2	Staff have received adequate training to use all modules of Odoo Enterprise.					
3	Technical support is readily available when the system encounters bugs or downtime.					
4	There is resistance among some staff to move away from manual records.					
5	Syncing the Odoo shipping module with local logistics providers is seamless.					
6	System downtime due to poor connectivity in Hoima is a regular operational problem.					
7	The current system is user-friendly and meets our operational needs.					

If any other, please specify:

SECTION D: IMPACT OF ODOO SHIPPING INTEGRATIONS AND ACCOUNTING SUITE ON ORDER FULFILLMENT EFFECTIVENESS

No.	Statement	1	2	3	4	5
1	The Odoo system helps predict and prevent stock-outs before they occur.					
2	Customer orders are processed significantly faster since Odoo was implemented.					
3	The frequency of delivering incorrect parts to clients has decreased since Odoo.					
4	The shipping integration in Odoo allows customers to receive accurate order status updates.					
5	The system allows for quick and accurate generation of invoices and delivery notes.					
6	Customer complaints regarding part availability have reduced since Odoo implementation.					

If any other, please specify:

Thanks for your cooperation.

APPENDIX II: QUESTIONNAIRE FOR SUPPLIED FIRMS (CUSTOMERS)

(<https://forms.gle/qRcxMumJySgRHefT7>)

Dear respondent,

I am MUCHUNGUZI MARK, a student of Uganda Christian University pursuing a Bachelor's Degree in Procurement and Logistics Management. I am carrying out research on the topic: "The Role of Enterprise Resource Planning (ERP) In Inventory Management: A Case Study of Capital Auto Parts, Hoima." This information is entirely for academic purposes and will be kept confidential.

INSTRUCTIONS

Please tick the appropriate responses.

Fill in the blank spaces where necessary.

SECTION A: BIODATA

1. Sex of the respondent

- (i) Male ☐ (ii) Female ☐

2. Type of Entity/Business

- (i) Garage / Repair Center ☐ (ii) Construction Company ☐
(iii) Transport / Logistics Firm ☐ (iv) Government Entity ☐
(v) Oil Sector Contractor ☐ (vi) Other (specify)

3. Position in the Organization

- (i) Procurement Officer ☐ (ii) Store Manager ☐ (iii) Operations Manager ☐
(iv) Managing Director ☐ (v) Other (specify)

4. Years of Business Relationship with Capital Auto Parts

- (i) Under one year ☐ (ii) 1-2 years ☐ (iii) 3-5 years ☐
(iv) More than 5 years ☐

In the following sections, please tick your level of agreement.

1 = Strongly Agree 2 = Agree 3 = Not Sure 4 = Disagree 5 = Strongly Disagree

SECTION B: PERCEIVED INVENTORY ACCURACY AND STOCK AVAILABILITY

No.	Statement	1	2	3	4	5
1	Capital Auto Parts consistently has the specific spare parts we require in stock.					
2	Stock-out situations for high-demand items are rare when we place orders.					
3	The information provided regarding item availability is always accurate.					
4	Capital Auto Parts provides real-time feedback on stock levels when inquired.					
5	Physical delivery of parts matches the quantity and description ordered.					

If any other, please specify:

SECTION C: EXTERNAL IMPACT OF SYSTEM UTILIZATION CHALLENGES ON SERVICE DELIVERY

No.	Statement	1	2	3	4	5
1	Service from Capital Auto Parts is frequently interrupted by "system being down."					
2	The supplier's staff demonstrate high proficiency in processing our orders digitally.					
3	Documentation (invoices/delivery notes) received is always generated without errors.					
4	Technical issues at the supplier's branch cause delays in processing our payments.					
5	Capital Auto Parts has become noticeably more digitally efficient over the last two years.					

If any other, please specify:

SECTION D: IMPACT ON ORDER FULFILLMENT EFFECTIVENESS

No.	Statement	1	2	3	4	5
1	The lead time between order placement and delivery has significantly improved.					
2	Emergency or urgent orders are fulfilled with high speed and reliability.					
3	The frequency of receiving wrong parts or incorrect models has decreased.					
4	We receive clear and accurate tracking information regarding our order status.					

5	The invoices generated by Capital Auto Parts are clear and match goods received.					
6	Our overall satisfaction with Capital Auto Parts' inventory management is very high.					

If any other, please specify:

Thanks for your cooperation.