

**IMPACTS OF EFFECTIVE PHYSICAL DISTRIBUTION ON PROFITABILITY OF
THE ORGANIZATION: A CASE STUDY OF ABRAH SHOPPING CENTER**

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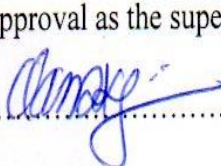
DECLARATION

I, Ajilong Racheal, hereby declare that this dissertation titled “impacts of effective physical distribution on profitability of the organization “a case of Abrah Shopping Center” is my original work and never been submitted to any academic institution for any award.

Sign:  Date: 22ND / APRIL 2026 .

APPROVAL

This dissertation titled “Impacts of effective physical distribution on profitability of the organization” case study of Abrah Shopping Center” has been submitted by Ajilong Racheal M23B12 /001 to the school of business in partial fulfillment of the requirement of the award of Bachelor Degree of Procurement and Logistics Management of Uganda Christian University with my approval as the supervisor

Sign.......... Date.....22/04/2026.....

Mrs. Tumuhamyé Comfort (Supervisor)

DEDICATION

I would like to dedicate this research report to my dear parents' who have greatly supported me physically, financially with great encouragement. I also dedicate this work to my supervisor Mrs. Tumuhanye Comfort who has been guiding me and being good to me through this journey. Thank you and May God reward your efforts.

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I thank the Almighty God for making it possible for me to complete this work, knowledge, wisdom and gift of life he has granted me. I would like therefore to acknowledge with much appreciation the crucial role of my academic supervisor Mrs. Tumuhanye Comfort who continuously guided us to ensure we were on the right track of what we were doing, her time and motivation. I would like also to acknowledge the management of Abrah Shopping Center for providing me access to vital documents and information that became a cornerstone for exploring about the research subject, and the respondents who dedicated their time to participate and helped me during data collection. Last but not least, I express my gratitude to Uganda Christian University management, all my lecturers who prepared us, guided us on report writing.

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ABSTRACT

This study evaluated the “Impact of Effective Physical Distribution on Organizational Profitability, with Specific Reference to Abrah Shopping Center in Mbale District”. The purpose of the study was examined in depth how physical distribution practices influenced profitability and overall retail performance. The study was framed by three objectives: To examine the importance of physical distribution to organizational profitability and consumer satisfaction, to examine the influence of economic conditions on sales through physical distribution, and to examine transportation cost challenges affecting distribution efficiency. A descriptive research design was used. Data was collected from a sample of staff and customers using structured questionnaires, interviews, observation, and document review, and analyzed using descriptive statistics and thematic analysis.

The findings highlighted that effective physical distribution significantly enhanced product availability, reduces stock-outs, and minimizes losses through proper warehousing, improving customer satisfaction and operational efficiency. subsequently the study established that logistics planning and procurement strategies positively influence sales performance, although varying levels of awareness exist among employees regarding the strategic importance of distribution planning in achieving long-term profitability. Besides, transportation-related challenges particularly high fuel costs, poor road infrastructure, and frequent vehicle breakdowns were identified as major constraints limiting distribution efficiency and increasing operational costs.

Overall the study shows that physical distribution is a critical determinant of retail performance and profitability nonetheless, its full potential is constrained by infrastructural limitations and gaps in managerial and employee understanding. In light of the findings on these findings, the study recommends that management should invest in improved warehousing systems, adopt integrated and strategic logistics planning, strengthen procurement and supplier coordination, and implement effective transportation cost management practices. Furthermore, the adoption of digital technologies and continuous staff training is essential to enhance efficiency, decision-making, and long-term organizational competitiveness.

CHAPTER ONE

1.0 Introduction

The chapter presented the background of study, statement of the problem, purpose of the study, purpose, research questions and importance of the study, study scope, limitations and delimitations.

1.1 Background of the Study

Efficiency of physical distribution has become a factor in business determination. Profitability and long-term competitive nature. In the sphere of supply chain and logistics. Management many scholars have pointed out that organizations that can manage are those that can manage material flows effectively as it reduces the operational costs, enhances customer service (Okon 2024) and improving performance of delivery are more likely to produce stronger and more. Sustainability of financial performance (Lim, Lee et al. 2022) in the modern marketplace that is dynamic, where customers are concerned with speed, reliability, and flexibility, physical distribution has taken the form of a replacement of the mentioned day-to-day organizational operation process to a strategic pillar, which directly affects organizational success.

In third world economies, however, such levels of efficiency are still considered a significant challenge. In the case of Uganda, logistical limitations such as persistently remain a problem. Bad road systems, the unstable cost of fuel and poor warehousing facilities. These are not only barriers that hindered the smooth flow of goods, but also increased the cost of operation and undermined customer satisfaction (Straube 2024).The distribution capability is therefore enhanced. Effectively has turned into a business survival tool and not a competitive choice. Firms that not adjusting to these realities will lead to their decreased profitability and market presence.

In this context, physical distribution role gains new significance. As (Tien, According to Anh et al. 2019), successful distribution system united a number of interdependent. Transportation of elements, warehousing, inventory and order processing which should work together to deliver products efficiently and profitably to the consumers. In many weaknesses in any of the above components can often be translated into delays in delivering, developing economies. Unreasonable expenses, and decreased competitiveness (Olalekan Ahmed 2025) these

inefficiencies highlighted the importance of these inefficiencies. Needed to come up with integrated and adaptive distribution systems that are resistant to environmental and infrastructural constraints.

It has always been evident that in retail businesses especially supermarkets successful. Distribution is the key to operational success. It established availability of products, sustained optimal stock levels, and provided the trustworthiness that consumers rely on (Kraft, Valdés et al. 2022). In this manner, distribution will not only be an operational requirement but also a strategic capability. It is in this context of operation and economy that the present study found itself. At Abrah Physical distribution, shopping center physical distribution was much more than a mere movement of goods inseparable component of the strategic model of the organization. The system of the center is a combination of. Warehousing, transportation, and supply chain coordination, is a microcosm of how retail businesses in Uganda cope with logistical challenges to stay profitable through studying the way Abrah distribution practices impacted its profitability. Greater understanding of the wider ramifications of logistics efficiency to sustainable business development and competitiveness in developing economies such as Uganda.(Namagembe, Ryan et al. 2019)

1.2 Statement of the Problem

The best expectations in a competitive environment is that Abrah supermarkets should embrace some direct distribution plans to save money, to keep in closer touch with the customers, have a more direct control of pricing, promotion and service. Direct distribution too is anticipated to be more efficient by reducing dependence on middlemen like wholesalers and retailers, so that consumers can get the products at lower costs and quicker (Glasmeier and Kibler 1996). The fact is that, in Uganda, as well as in many other retail organizations, Abrah Supermarkets, is not the exception still relied on the distribution channels that are indirect, which involved the use of wholesalers and other middlemen to provide a sizeable dose of its products selection. This dependency was due to the fact that the supermarket carries a very diverse line of goods, has limited financial means to finance direct supply structures, and is not set up to engage with various manufacturers. Consequently, Abrah supermarket lost the advantage of direct negotiation with manufacturer, had difficulty in monitoring source product performance, and incurred extra costs in promotional allowance and mark ups by wholesalers.

This discrepancy between the ideal and the real practices depicted a major gap, and direct distribution might offer Abrah supermarkets a better control of the market, improved the organization is limited by customer satisfaction, and increased cost efficiency logistical, financial and structural barriers .The issue was thus on the low uptake of direct distribution that would leave retail a business not in full use of its potential influence on performance and competition.(Klein 2003)

1.3 Purpose of study.

To critically examine impacts of effective physical distribution in companies in Uganda and its profitability's with a case study of Abrah shopping center.

1.4 Specific objectives

- To find out why physical distribution was important to the organizations profit and consumers at Abrah Shopping center Mbale.
- To examine the future of the economy on the sales with physical distribution at Abrah Shopping center Mbale.
- To identify the problems faced in the transportation cost on physical distribution at Abrah Shopping center Mbale.

1.5 Research questions

- Why was physical distribution important to the organization's profit and consumers at Abrah Shopping Center, Mbale?
- What was the effect of the future of the economy on sales with respect to physical distribution at Abrah Shopping Center, Mbale?
- What problems were faced in transportation costs regarding physical distribution at Abrah Shopping Center, Mbale?

1.6 Significance of study

- The findings helped management understand the role of physical distribution in improving profitability, reducing costs, and ensuring timely delivery of goods to consumers.
- It further guided them in making better decisions concerning depot operations, transportation management, distribution, and planning, physical distribution contributed to product availability, timely delivery, and fair pricing.
- This ultimately improved customer care and loyalty. The results provided insights into how distribution practices can be enhanced to support business growth, create employment, and contributed to the local economy, especially in Mbale.
- The study served as a reference for other businesses facing similar challenges in distribution and logistics, enabling them to adopt best practices and improve efficiency.

1.7 Scope of the Study

1.7.1. Geographical Scope

The research was conducted, at Abrah Shopping Center-Mbale. This location was chosen due to the fact that it gives a practical example to analyze the role of physical distribution in driving profitability in the retail business within Ugandan context.

1.7.2 Content Scope

The research was directed towards the effects of good physical distribution on the profitability of companies. It was particularly address operations like transportation, warehousing, inventory, order.

Production, and distribution channels in Abrah Shopping Center. Other supply chain elements such as procurement, marketing, and production are only discussed in so far as they relate to distribution functions.

1.7.3 Time Scope

The research was conducted in the timeframe of January, February and March, 2026. This timeframe was enough to carry out research approximately

1.8 Limitations

- Findings in one supermarket in Mbale cannot be applicable in larger chains or in the diverse areas, making it difficult to generalize to the rest of the Ugandan retail industries.
- Dependence on Self-Reported Data - Supermarket employees and wholesalers were interviewed which introduced response bias
- Small Sample Size - The fact that only 15 -50 people were interviewed makes the results of the study limited weakness of statistics and possible inability to achieve complete data saturation, which resulted to partial representation of the stakeholder viewpoints.

1.9. Delimitations

To alleviate such constraints, it is possible that future studies used a multi-site comparative design or triangulation by methods.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter gave reviews of the already existing literatures regarding effective of physical distribution on the organization. It delves into the views of various writers and analyzes pertinent theories and numerical investigations into the topic. The review is based around key study objectives, including significance of physical distribution, economic conditions impact on sale, and transportation cost challenges. The researcher utilized books, articles journals and credible online sources to get relevant and suitable literature to study.

2.1 Definition of Key Variables

The following section defined and described the key variables of the study, physical as the independent variable, distribution dependent variable which is to say profitability of organization and consumer satisfaction, in the context of retail companies. In Abrah Shopping Center, the level of consumer satisfaction is reflected in the perceptions of customers on the convenience, availability of goods and reliability of service good satisfaction by the consumers leads to repeat business and business sustainability.

2.1.1 Physical Distribution

A key operation in supply chain management was physical distribution which incorporates to assure transportation, warehousing, inventory management, order processing and customer delivery products are where and when required. Effective physical distribution minimized operation efficiencies, reduced lead times and reduced costs, which has a direct impact of enhancing organizational performance.(Batkhoo and Deng 2025) , in a study across medium-sized retail firms in emerging markets, noted that firms that had systematic transportation and storage practices achieved tangible cost savings and increased service reliability, which emphasized the fact that physical distribution is a business weapon of success in retailing. (Mahohoma and Nene 2025) as well found that planning of distribution, inventory management and order processing much affect turnover and service dependability. Their study of city/semi-urban retail outlets found that retailers whose transportation and warehousing system are well

aligned were less stock-outs and enhanced customer satisfaction and growing on the customer. Dimension of experience, (Taye 2025), had highlighted the importance of timely deliveries, handling the products correctly and stock-outs at low levels enhance customer satisfaction and purchases repeat. For retail businesses the implication of these insights is that investments should be made in sound delivery schedules and appropriate inventory management created customer loyalty in the long-term but as (Asamoah 2025) emphasized, in third world countries, the immediate can be restricted by poor infrastructure and high transportation expenses. Improved distribution will result in financial gains, but long-term service reliability and customer satisfaction had a positive influence. Further local studies in Uganda affirm that effective. Internal handling, proper storage, and delivery planning significantly enhanced customer even in moderation of short-term profitability by infrastructural constraint led to satisfaction. (Kamusiime et al., 2024). Physical distribution is not only an operation requirement, but also a strategic requirement motivator of retail performance, availability of products when needed, minimizing stock-outs, and enhancing long-term profitability by means of loyal patronage. (Domingo 2013)

2.1.2 Organizational Profitability

Organizational profitability indicates how a firm is able to collect more revenue than operating and. costs of distribution within a period of time (Shosha, Uku et al. 2026). Profitability in retail businesses relies on sales increase, profitability, cost effectiveness and stock control. Physical distribution has a direct impact on these measures, inefficient transportation or warehousing increased the cost of operations and decreased financial performance. (Smith 2024) observed that optimized routing, inventory control and warehouse management advances cash flow and inventory turnover, boosting profitability by reducing emergency deliveries and excess inventory. (SYLVESTER) also indicated that transportation planning and warehouse reported the same management had a direct impact on revenue by cutting losses due to spoilage and stock-outs. . (Gringarten 2022) stressed that it is necessary to coordinate order processing and distribution schedules market demand enhanced cost efficiency and the sales, reducing the disruptions in operation, fuel price, poor infrastructure and volatility may constrain short term profitability even where distribution practices are enhanced, and the significance of combining

operational efficiency with strategic is emphasized planning to suit local circumstances (Batiuk and Kuzyk 2025)

2.1.3 Consumer Satisfaction

Retail consumer satisfaction described the level of customer expectations towards availability of products, quality of services and convenience are fulfilled or surpassed. With respect to Abrah. Supermarket, satisfaction is experienced by delivery of goods in a timely manner, availability of desired goods products, and a seamless shopping experience. The results suggest that the consumer satisfaction is highly affected by good physical distribution practices since customers are directly affected experience the consequences of logistical efficiency or inefficiency. (Davis-Sramek, Droge et al as it was proven retail companies that have consistent inventory and delivery in a short period of time systems reached greater levels of satisfaction and repeat purchase behavior, and the importance of the delays is pointed out and stock-outs destroy consumer confidence. Likewise, in the case of consistent product availability, transparent order fulfillment, and timely restocking can have a significant effect on perceived quality of service in urban retail customers, a behavior that directly stimulates loyalty and positive word of-mouth marketing.(Mirza, Ting et al. 2025)

(Numbi 2024) point out that efficiency of physical distribution minimizes customer inconvenience and dissatisfaction. Their cross-sectional research in medium-sized retail companies demonstrated that predictable availability and quick replenishment are appreciated by customers particularly in competitive markets in which substitutes can be easily found. In the case of Abrah Supermarket, this implies that the inside storage, keeping track of stock levels, and delivering on time by the company are all handled satisfaction levels can be directly boosted by suppliers. Transportation and inventory planning can be coordinated to enable retailers to react promptly to consumer demand, and minimize cases of stock-out shelves avoiding unpleasant shopping experiences. (Rizzotti 2025)

Practical insights are given in the context of Uganda observed that urban semi-retailers who achieve organized internal management, consolidation of orders, and strategic delivery schedules enjoy greater customer satisfaction in the face of infrastructural challenges (Stewart 2024) . Rather, (Ricker and Kalakota 1999) who pointed out that an effective distribution planning requires in line with the consumer demand trends will guarantee the availability of popular

products at peak times shopping times, which is important in markets that experience varying purchasing power.

Moreover, digital tools, including inventory tracking and customer notification, have been proven to reinforce satisfaction through real-time information on product availability and delivery to consumers schedules, showing that the modernized distribution improved the efficiency of operations and physical distribution is a major determinant of satisfaction whilst the consumer experience in other, Staff responsiveness, pricing strategies and product quality, are all critical factors roles (Liu, Gao et al. 2026) .Even quality products though would not have had a good distribution system or good service might not meet consumer needs when the products are out of stock or delayed (Fisher 1997)

2.2.1 The Importance of Physical Distribution to Organizational Profitability and Consumer Satisfaction

A fundamental logistical operation that is a strategic factor in improving the two is physical distribution profitability and consumer satisfaction in retail companies. (Bhatnagar and Teo Efficient transportation, warehousing and inventory control are guaranteed to guarantee efficient management (2009) the flow of goods between customers and suppliers is smooth thus minimizing lead times and reducing distribution costs. In their research of medium-sized retail firms in emerging markets, he observed that retailers that had a coordinated physical distribution system had greater efficiency in operations and enhanced financial performance ,conducted a survey between logistics managers and store supervisors in urban and semi-urban retail stores and observed that strategic transportation planning, order processing and warehouse optimization were related directly to increased stock turnover and reduced stock-outs resulting in improved profitability(Mathur 2010) . All these testify to the fact that physical distribution is not only functional but also important in financial performance and reliability of customer service. It has been found out that customer satisfaction is affected by systematic distribution practices. Retail and wholesale firms were studied with respect to the impact of timely delivery, availability of products, and condition of products on customer satisfaction.(Davis-Sramek, Germain et al. 2010). They found that firms that invested in strong physical distribution system had more customer levels satisfaction, repeat purchase and favorable service reviews. This is supported by (Paul, Sankaranarayanan et al. 2016), who examined urban retail stores and emphasized that

buyers rated retailers consistently more highly in satisfaction when products were consistently available and delivered in optimal condition. Their perception is that efficient physical distribution improves the consumer experience, will cause loyalty, and will also decrease complaints of service.

In the context of East Africa, it has been shown that distribution is related to studies productivity, profitability and competitiveness in the market. Retail firms (Keith 2023) were noted to be observed to exhibit this trend using efficient delivery systems, proper demand forecasting, and innovation in inventory tracking systems realized more sales growth and profit margins. This underscored that physical distribution allows retailers to be more responsive to market demand and controls costs. On the same note, (Hamza) in Uganda, discovered that retailers who invested in online stock systems and structured distribution planning did not only minimize delays in the operations, but also enhanced competitiveness in terms of cash flow and pricing. These affirm that both the traditional and modernized physical distribution practices play a very important role in the profitability of an organization. Nonetheless, there are difficulties with small-scale retail businesses, especially in developing economies. (Altenburg, Kulke et al. 2016)

In a study conducted by (Den Ouden, Yuan et al. 2006) on small retail businesses, it was observed that although the physical part was the most influential in small enterprises, other factors had a role to play distribution has a positive impact on reliability of the service, its influence over the short-term profitability is frequently limited by external forces like inadequate infrastructure, high cost of transportation and limited availability of logistics technology. Nevertheless, he pointed out that long-term profitability is affected indirectly by enhanced consumer satisfaction and operation efficiency. In the Ugandan context, infrastructural constraints existed, although not in all circumstances balance the financial performance of physical distribution, effective internal processing, storage and timing of deliveries made a huge difference in customer experiences and repeated buying (Ranganathan and Foster 2012). This retailers with strategic routing and coincidental delivery plans reduced delays in delivery, decreased operational expenses, and increased customer satisfaction (Montoya-Torres, Muñoz-Villamizar et al. 2016).

2.2.2 The Influence of Economic Conditions on Sales through Physical Distribution

A key contextual issue that influenced the efficiency of physical is economic conditions performance retail and distribution sales. (Bagnoli, Balza et al. 2025), in a cross-sectional study of developing economy retail and logistic companies, discovered that the quality of road infrastructure was associated with a statistically significant positive effect on delivery reliability and inventory turnover rates. Retailers operating on roads that are paved and well maintained had 28% lower transportation costs reported and 34% faster replenishment cycles compared to those in poorly connected areas. Similarly, the researchers concluded that the development of transport infrastructure has a direct negative impact on lead time (Waters 2019) variability and enhances the order fulfillment rates, which in turn expands sales volumes because of to better availability of products. It was shown that infrastructure efficiency is determined by factors such as decreases distribution bottlenecks and increases supply chain responsiveness, which results in quantifiable growth in sales among retail companies (Christopher 2016). These affirm that macroeconomic infrastructure investment enhanced distribution efficiencies and has a direct positive effect on sales.

Urban and semi-urban roadways rehabilitation would have a great effect on average delivery turnaround retail goods by 60% (Okojie 2009). Surveyed retail managers verified that there were increased frequency of restocking and less fuel consumption. In line with this, (Krugman 2009) proved a spatial economic analysis which has enhanced transport infrastructure reduces the cost of trade and increases the access to the market and, as a result, rises the sales performance at the firm level. Likewise, (Agénor and The investment in public infrastructure was proved to have a great impact (Moreno-Dodson 2006). favorable impact on the output growth and productivity of the private sector. These reinforce that infrastructure improvements contribute to the efficiency of physical distribution that directly transpires into improved retail sales and productivity.(Lang and Bressolles 2013)

Distribution and sales performance are also greatly impacted by consumer buying power in a cross-sectional study of Ugandan retailers and consumers, discovered that an average household income rose by 65.1 percent which matched with a in retail demand of fast-moving consumer goods (Kibwana 2017). Retailers reacted by shipping more frequently and less reschedule to avoid stock-outs, there was greater disposable income increases purchasing frequency and size of basket, necessitates more responsive distribution systems (Agaba 2019). The hypothesis of life-

cycle income, (Mayer 1972) established that growth in income directly boosts the consumption expenditure patterns. These affirm that increasing purchasing power forces retailers to realign physical distribution systems in order to maintain sales growth and customer satisfaction.

There might be weak short-term economic policy adjustments. a study of semi-urban retail business in Uganda did not find any statistically significant relationship between temporary adjustment of tax and short run sales performance retailers claimed the absorption of small tax hikes by margin adjustments and no distribution changes schedules (Edger 2017).

Stability in long-term policies plays a significant role well-developed competitiveness through strategic planning and optimization of logistics proved that constancy of institutional and policy settings lessen unpredictability, and effective long-term performance is possible distribution infrastructure investment (Nguyen, Phan et al. 2026) . Although short term policy changes might not have an immediate impact, destabilized sales, the long-term economic stability is a precondition to successful distribution planning. (Batiuk and Kuzyk 2025)

Physical distribution systems are also enhanced by digital economic innovations concluded that retailers that implemented digital inventory systems cut the number of stock-out events and enhanced accuracy of delivery coordination (Essaih 2025). Supporting this (Westerman, Bonnet et al. 2014) found that digital technologies can greatly improve the visibility of the supply chain and its efficiency, increasing firm productivity. Demand forecasting is enhanced by information sharing technologies precision and diminish discrepancies in supply and demand and these establish that digital economic integration increases responsiveness in distribution and has a direct impact on increasing retail sales. (Smáros 2005)

These relationships are also proved by cross-country evidence in Nigeria which discovered that retailers in areas with developed transport infrastructure had increased annual sales expansion relative to other firms in the less developed region. On the same note (Pagana 2008) showed that Similarly, (Pagano 2008) demonstrated that elasticity of supply chains to the economic conditions is a major way of enhancing competitiveness of firms and market performance.

(Agaba 2019) also discovered that Ugandan retailers matching logistics strategies that had an infrastructure development and macroeconomic trends had higher inventory turnover ratios and lowered stock-out frequency. Regularly this illustrate that favorable economic factors improve performance of distribution and sales.

In Mbale District, the literature assessed has shown that better infrastructure, anticipable distribution is boosted by economic policies, increased incomes, and digital adoption. Productivity and performance as (Bozic 2021) evidences, the retailers who operated in it are located within beneficial economic conditions have quicker replenishment periods, less delivery delays, and greater revenue advancement. So the economic circumstances do not form passive background variables but active determinants defining the manner of physical distribution being transformed to measurable retail performance outcomes. Regularly proved that structural economic gains, infrastructure investment, policy stability, income growth, and digital advancement significantly improved the efficiency of the physical distribution and retail sales. (Yani, Manafe et al. 2025).

2.2.3 Transportation Cost Challenges in Physical Distribution

One of the significant limitations to the retail distribution systems is transportation costs (Onguka 2019). According to a study on East African retail firms which was done, it was observed that an increase in fuel prices by 15% led to an increase in the prices of goods by 9% increase in total distribution expenses and statistically significant decreased in net profit margins ($p < 0.05$). Retailers have said that they have experienced slow restocking because of the additional transportation scheduling changes.

Similarly, According to (Christopher 2016), the highest percentage of is attributed to transportation logistics expenses in retail supply chains and has a direct impact on prices and performance of services. The Preciado 2011 study determined that transportation cost is high, and this factor raises the total landed cost, decreasing prices competitiveness and profitability. Assure that transportation costs are directly related to efficiency of distribution and financial performance. Retailers who served the locality with bad roads found that their condition was worse than those in the regions with good roads (Miller, Hirsch et al. 2025) had longer delivery delay times, on average, by 2-3 days than more densely-linked urban areas. The volatility of fuel prices also had a strong correlation with the unstable availability of products ($r = 0.62$). In line

with this, (Kiisler 2024) discovered that supply chain is disrupted by unreliability in transportation organization and raises the safety stocks. Similarly poor transport infrastructure severely adds variability to lead time and service failures. These showed that issues of transportation costs are a direct constraint to distribution reliability and consumer satisfaction (Young 2025)

In terms of consumer outcomes, (Sakariyah, Adebowale et al. 2025) discovered that the negative was statistically significant correlation between level of customer satisfaction and price increases due to transportation ($= 0.438$, $p < 0.01$). The customers complained of poor services in terms of slow deliveries and an increased product prices. On the same note, (Bei and Chiao 2001) found that perceived price fairness was strongly related has an impact on customer satisfaction and customer loyalty. Reliability of services such as delivery on time to a large extent, determines consumer satisfaction ratings and transportation cost pressures all in all. Not only improve profitability but customer perceptions and repeat buying. (Parasuraman, Zeithaml et al. 1988)

It was also discovered that inventory holding costs go up with high transportation costs (Christopher 2016) and decrease supply chain flexibility. In the long run, companies that have a chronic transport problem inefficiencies had low return on assets than their counterparts who had optimized logistics systems. The value chain analysis conducted by (Porter 2008) revealed that competitive was eliminated by inefficiencies in logistics benefit through raising the operational expenses. Also (Lee and Lee 2007) discovered that supply chain cost volatility lowers strategic responsiveness and competitiveness in the long-term. These confirm that there are direct and indirect impacts of transportation costs on the performance of the organization. The measures of mitigation have been effective. (Goodman, Radka et al.) Found that retailer's implementation of route optimization saved 18 percent fuel, and enhanced timeliness of deliveries. In line with this, (Fisher 2003) also revealed that the coordination of logistics planning enhances effectiveness and minimizes operational waste. Digital route optimization systems greatly minimized inefficiencies in transportation and costs. Means showing that strategic logistics management is able to mitigate transportation challenges. (Liu, Brynjolfsson et al. 2021)

The cross-regional comparison indicated that companies in regions. Managing transport networks that were in better conditions registered increased customer retention rates and enhanced annual sales growth (Wallenburg 2009). Ballou (Ballou) discovered that the design of

transportation networks plays a great role in determining total cost efficiency of distribution. Cooperative logistics relationships lower unit transportation price and improve reliability of service. It is necessary to show that transportation cost problems are controllable with strategic planning and infrastructure. (Lambert 2008).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presented the methodological framework that guided the study on the impact of effective physical distribution on organizational profitability, using Abrah Supermarket in Mbale District as a case study. It described the research design, area of study, population, sample size and sampling techniques, data sources, data collection instruments, procedures for data collection, reliability and validity of instruments, as well as the limitations and delimitations of the study.

3.1 Research Design

The study adopted a descriptive cross-sectional research design. A descriptive design is considered appropriate because it enabled the researcher to examine and describe the existing physical distribution practices at Abrah Supermarket and how these practices relate to profitability and customer satisfaction.

The cross-sectional approach allowed data to be collected from different categories of respondents at one point in time. This made it possible to obtain a clear snapshot of the prevailing situation regarding physical distribution efficiency, transportation costs, stock management, and sales performance without requiring a long period of observation at Abrah Supermarket located in Mbale District, Eastern Uganda. The supermarket deals in food products, beverages, household items, and general merchandise. Its operations depend heavily on effective physical distribution systems to ensure timely restocking, cost control, and customer satisfaction. Mbale District was selected because it is one of the major commercial centers in Eastern Uganda, characterized by growing urbanization and increasing retail competition. The district also faced distribution challenges such as fluctuating transportation costs and infrastructure constraints, making it a suitable setting for examining the relationship between physical distribution and organizational profitability.

3.2 Sampling Techniques

Sampling Techniques

Two sampling techniques were used which consisted of purposive sampling and simple random sampling.

Purposive sampling was to select managers, supervisors, and storekeepers because they are directly involved in planning and implementing physical distribution activities. Their positions give them specialized knowledge about transportation arrangements, stock control, warehousing, and distribution costs. Selecting them purposively ensured that respondents with relevant experience and decision-making roles were included in the study.

Simple random sampling was to select sales attendants and customers. This method gave each member within these categories an equal chance of being selected, thereby minimizing bias and improved representativeness. For customers, random selection was done among regular shoppers present during the data collection period.

The combination of these techniques ensured that both knowledgeable staff and end-users of the distribution system were fairly represented.

3.3 Sample Size

The sample size was determined using the Krejcie and Morgan (1970) sampling table, which provides recommended sample sizes for known populations at a 95% confidence level. From an estimated total population of 143 respondents, a sample of 22 respondents was selected.

The distribution of the sample is presented below:

Category	Population (N)	Sample Size (S)	Sampling Method
Managers and Supervisors	05	03	Purposive
Storekeepers and Distribution Staff	25	05	Purposive
Sales Attendants	33	09	Simple Random
Customers	80	05	Simple Random

Category	Population (N)	Sample Size (S)	Sampling Method
Total	143	50	

The selected sample size was considered adequate to provide reliable and representative information for the study.

3.4 Sources of Data

The study relied on both primary and secondary data sources.

3.4.1 Primary Data

Primary data were collected directly from respondents using questionnaires. This provides first-hand information regarding transportation efficiency, stock availability, sales trends, service delivery, and customer satisfaction at Abrah Supermarket.

3.4.2 Secondary Data

Secondary data were obtained from textbooks, academic journals, industry reports, and government publications related to logistics, retail management, and trade in Uganda. These sources provide theoretical support and help compare findings from the case study with existing knowledge.

3.5.1 Data Collection Instruments

The study employed four main data collection instruments: questionnaires, observation, and document review. These instruments were used to obtain both qualitative and quantitative data and to ensure triangulation of information.

3.5.1 Questionnaires

Questionnaires were administered to storekeepers, distribution staff, sales attendants, and customers. The questionnaires contained both closed-ended and open-ended questions designed to collect measurable data as well as personal opinions regarding physical distribution efficiency and customer satisfaction. Questionnaires were appropriate because they allowed the researcher to collect information from a relatively large number of respondents within a short time. They also ensured uniformity in the questions asked, which improved consistency in responses.

3.5.2 Observation

Observation was applied to supplement information gathered through interviews and questionnaires. The researcher observed stock handling procedures, storage conditions, product arrangement, customer flow, and delivery processes within the supermarket. This helped verify whether the reported practices match the actual operational procedures. Observation enhanced the credibility of the findings by providing real-time evidence of physical distribution activities.

3.6 Procedure for Data Collection

The researcher first obtained permission from the management of Abrah Supermarket. A pilot test of the questionnaire will be conducted to ensure clarity and relevance of questions, after refining the instruments, questionnaires will then be distributed online to selected respondents, and interviews will also be conducted with key informants. Completed questionnaires will be collected when sent back virtually, checked for completeness, coded, and stored securely.

Data was analyzed using descriptive statistics such as frequencies and percentages. Qualitative responses from interviews was analyzed thematically to identify recurring patterns and insights. The data collection process followed a systematic and organized procedure to ensure accuracy and reliability so first defined clear research objectives to guide the entire study, detailed data collection plan was then be developed, outlining data sources, instruments, timelines, and responsibilities developed appropriate data collection methods were selected, combining quantitative and qualitative approaches. Data collection instruments then were designed and pilot-tested to ensure clarity and relevance. The main data collection involved administering questionnaires while observing ethical standards.

Collected data was properly coded, securely stored, and analyzed using descriptive statistics and thematic analysis. Finally, findings were presented using tables, figures, and narrative explanations aligning with the study objectives.

3.7 Reliability and Validity of Data

To ensure reliability, the research instruments were pilot-tested before the main data collection. The pilot test helped identify ambiguous or unclear questions, which were revised accordingly. Consistency was maintained by using standardized questionnaires for all respondents within the same category. Reliability is further enhanced by clear instructions and careful administration of questionnaires to reduce misunderstanding.

To ensure validity, the instruments were designed based on the study objectives and relevant literature on physical distribution and profitability. Content validity was achieved by ensuring that the questions adequately cover transportation, warehousing, inventory management, sales performance, and customer satisfaction. Triangulation was applied by comparing information obtained from questionnaires and document reviews. This strengthened the accuracy and credibility of the findings.

3.8 Limitations and Delimitations of the Study

3.8.1 Limitations

The study had a number of limitations although it had been carefully planned some respondents are usually reluctant to disclose detailed financial information due to confidentiality concerns.

Time constraints: This restricted the time in which data collection was done it based on self-reported data partly, which can be biased or subject to personal bias exaggeration this design is cross-sectional, which means that it gathered data at a single time and hence not compare changes of measurements over an extended duration.

3.8.2 Delimitations

The paper took a purposive selection of the Abrah Supermarket in Mbale District. It focused with physical distribution practices and their association with profitability and in particular customer satisfaction.

The study focused on the chosen categories of staff and frequent clients. It did not examine other retail businesses in Mbale District, as well as it did not research other factors of operation as in marketing plan or price policy, line by line. These limits were established to guarantee level of analysis of the available time and resources.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, AND PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presented the analysis, interpretation, and presentation of data got from 50 respondents. The data was gathered using a questionnaire and focused on key demographic, and objectives of the study

4.1 Findings on Demographic Characteristics of Respondents

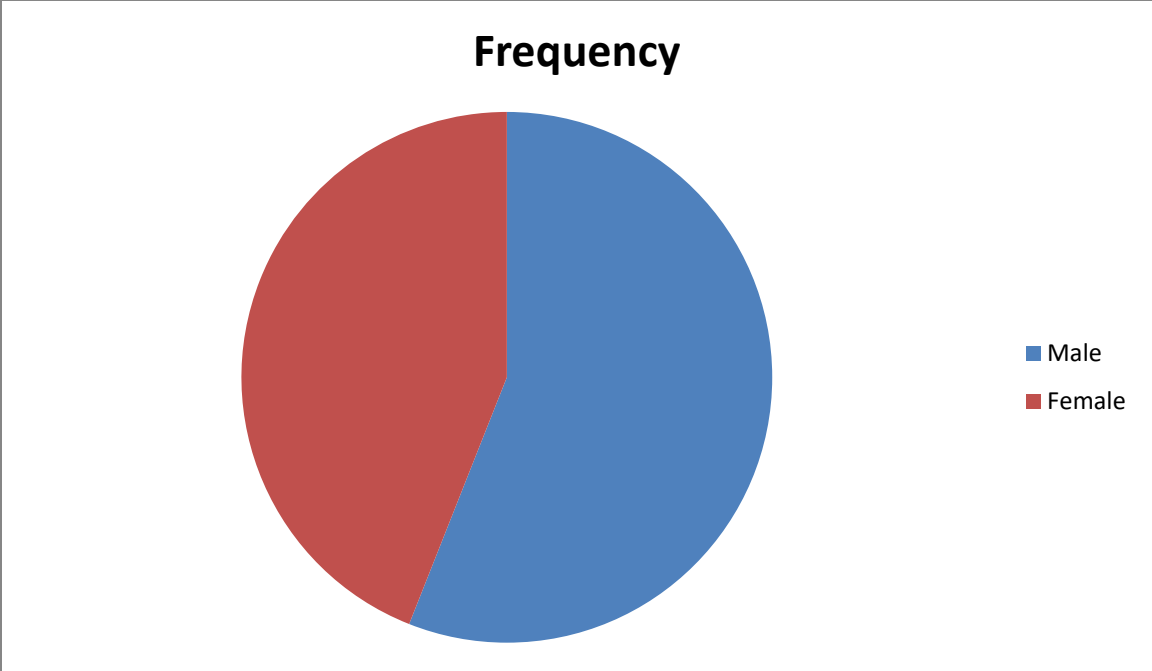
4.1.1 Gender Distribution

The table showing the gender distribution of the respondents.

Gender	Frequency	Percentage (%)
Male	28	56
Female	22	44
Total	50	100

Pie chart showing gender distribution

The findings show that the majority of respondents were male 28 (56%), while females constituted to 22 (44%). This indicates a slightly male-dominated sample, though both genders are fairly well represented, allowing for balanced perspectives in the study



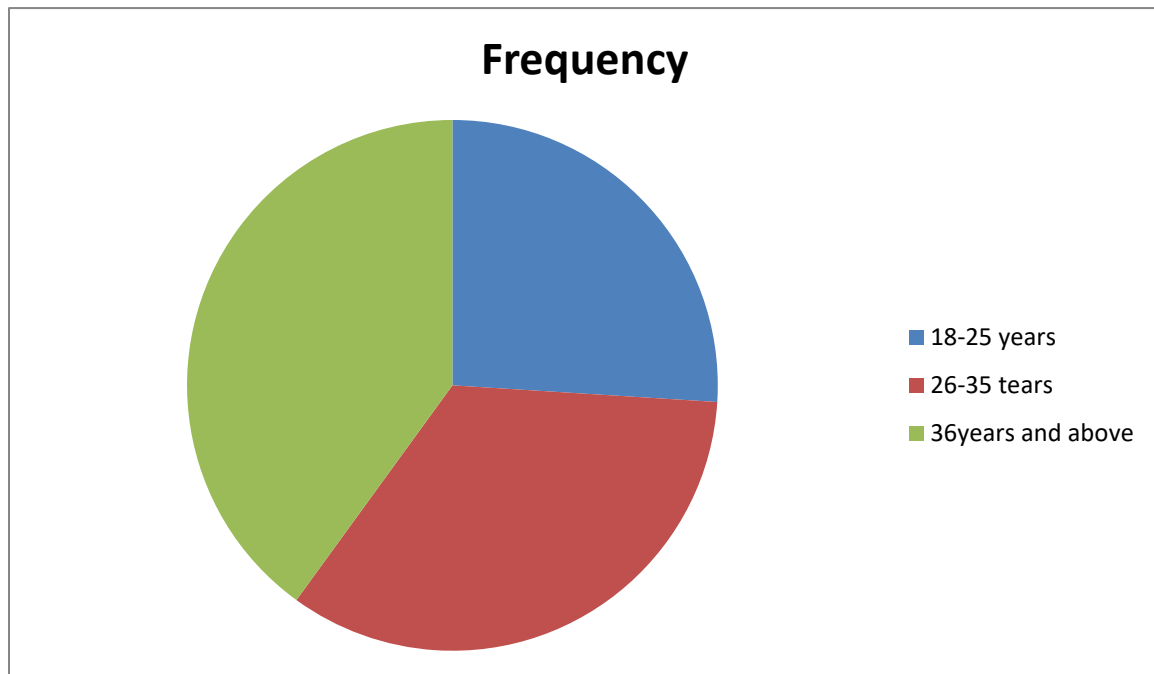
4.1.2 Age Bracket.

Table showing the age distribution of the Respondents:

Age Bracket	Frequency	Percentage (%)
18-25	13	26
26-35	17	34
36 and above	20	40
total	50	100

Most respondents were aged 36 years and above (40%), followed by those aged 26–35 (34%), and the least were 18–25 (26%). This suggests that the study largely captured views from more mature and experienced individuals.

Pie chart showing gender distribution



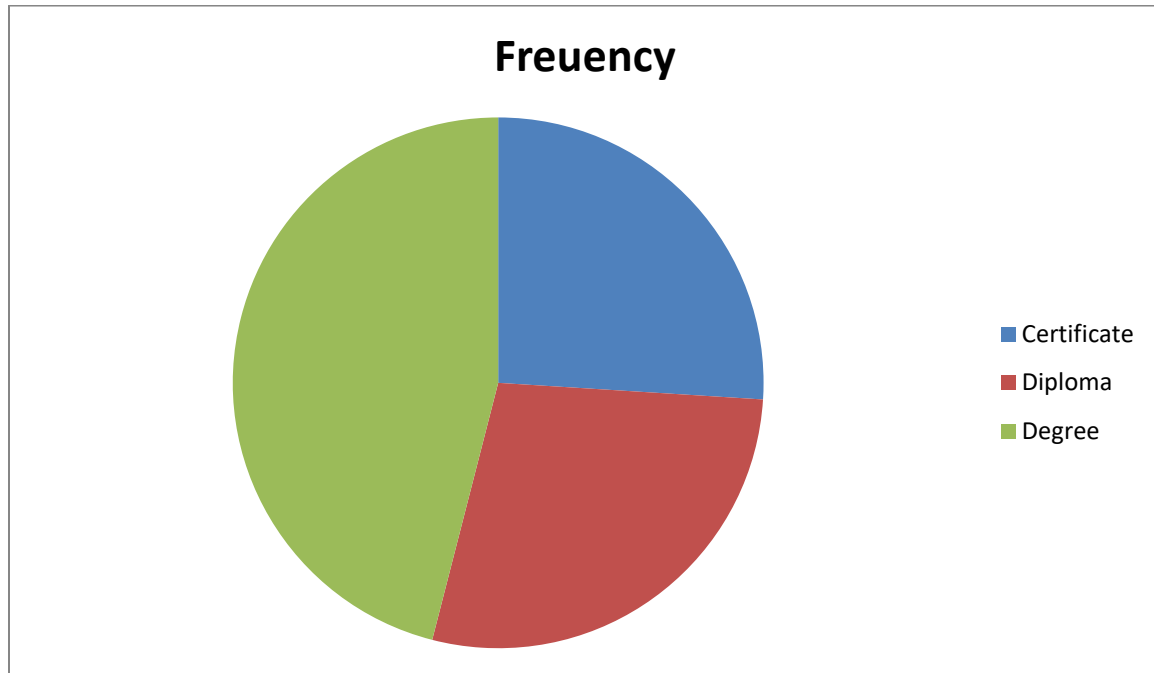
4.1.3 Level of Education

Table showing Educational level of Respondents

Level of Education	Frequency	Percentage %
certificate	13	26
Diploma	14	28
Degree	23	46
Total	50	100

The majority of respondents held a degree (46%), followed by diploma holders (28%) and certificate holders (26%). This indicates that most participants were relatively well-educated, which enhances the reliability of the responses provided.

Pie chart showing level of Education



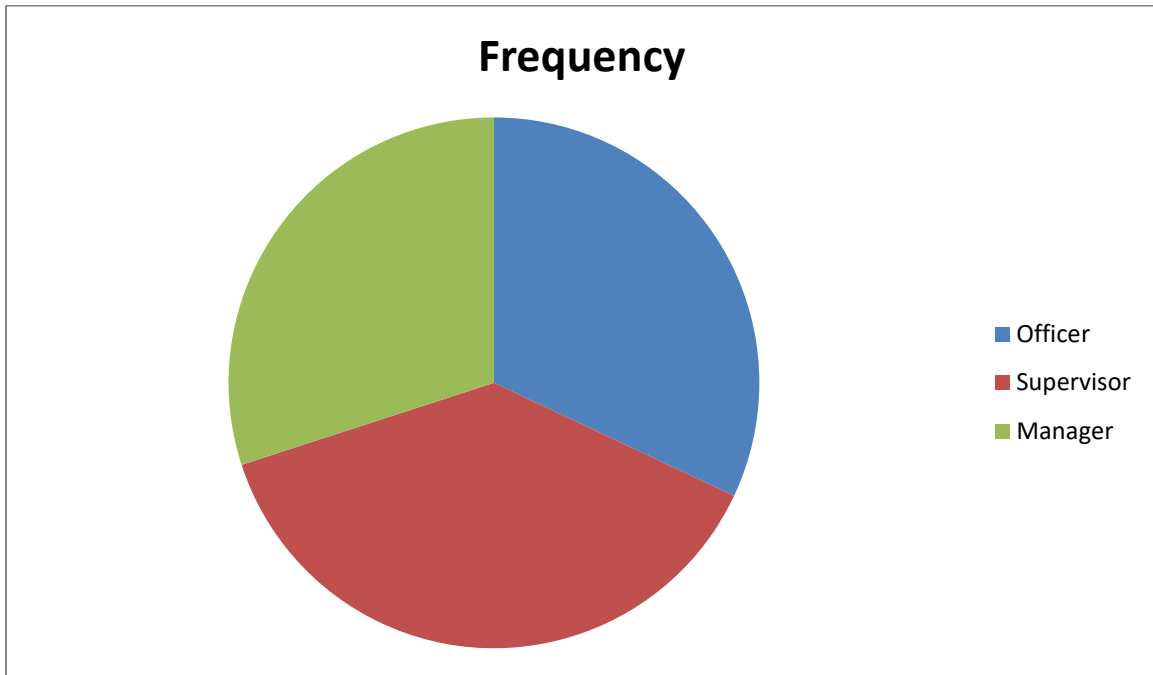
4.1.4 Position of Respondents

Table showing the position of Respondents

Position	Frequency	Percentage %
Officer	16	32
supervisor	19	38
manager	15	30
Total	50	100

Supervisors formed the largest group (38%), followed by officers (32%) and managers (30%). This shows that the study captured insights across different organizational levels, with a slightly higher representation from middle-level management.

Pie chart showing position of respondent



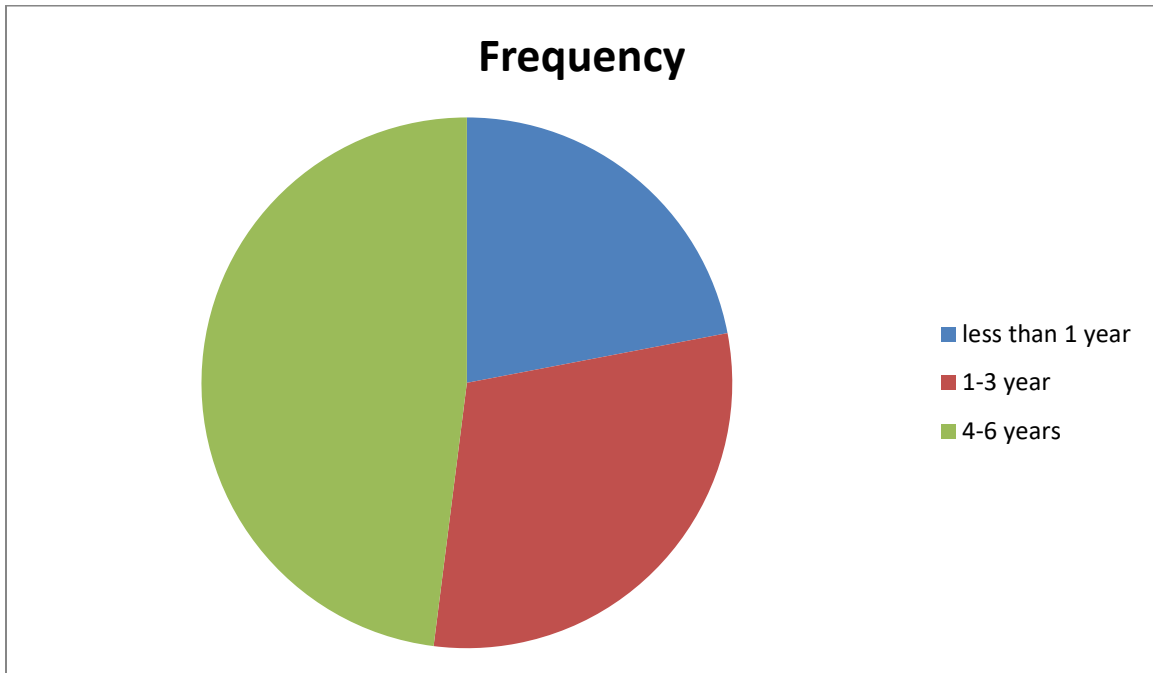
4.1.5 Length of Service

Table showing the Length of Service of Respondents

Length of the Service	Frequency	Percentage (%)
Less than 1 year	11	22
1-3 years	15	30
4-6 years	24	48
Total	50	100

Nearly half of the respondents (48%) had worked for 4–6 years, followed by those with 1–3 years (30%) and less than 1 year (22%). This implies that most respondents had sufficient work experience, making them knowledgeable about the study context.

Pie chart showing length of service



4.2 Findings on the why physical distribution is importance at Abrah shopping Center Mbale

Below are the responses from the respondents in relation to the importance of physical distribution at Abrah shopping Center Mbale. The responses follow the same scale: A – Agree, SA – Strongly Agree, D – Disagree, SD – Strongly Disagree, NS- Not Sure.

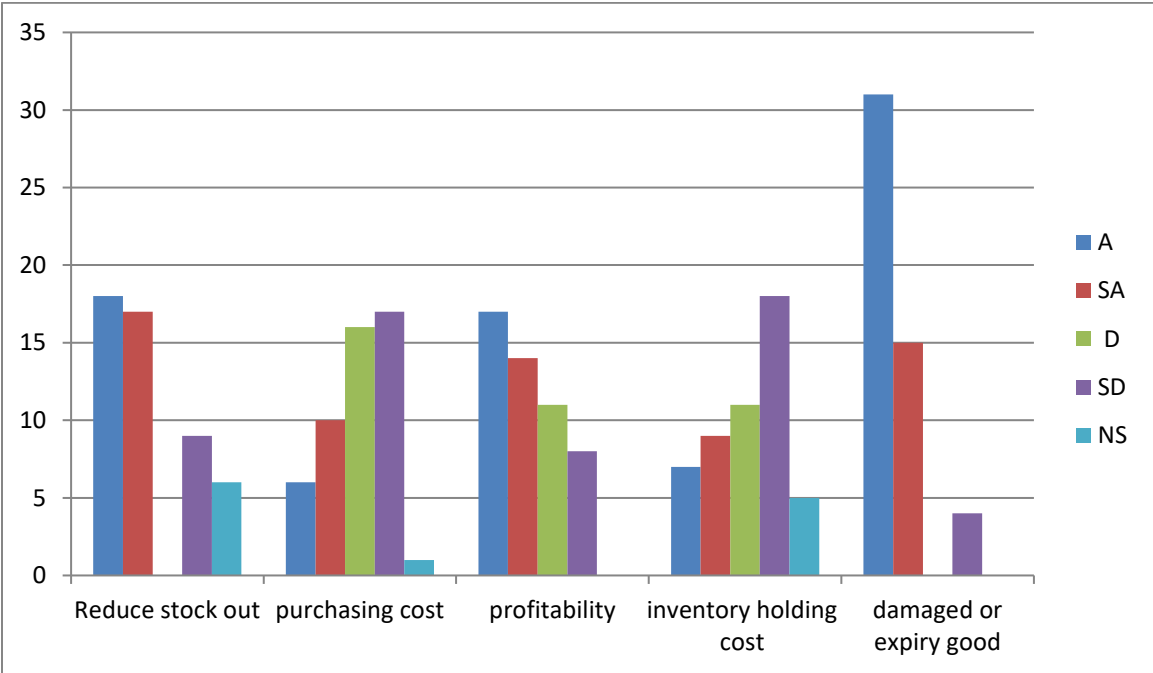
SN	Importance of physical distribution	A		SA		D		SD		NS	
		F	%	F	%	F	%	F	%	F	%
(a)	Timely supplier deliveries reduce stock-outs at the supermarket.	18	36%	17	34%	0	0%	9	18%	6	12%
(b)	Physical distribution practices directly affect purchasing costs.	6	12%	10	20%	16	32%	17	34%	1	2%
(c)	Reliable supplier relationships improve overall profitability.	17	34%	14	28%	11	22%	8	16%	0	0%
(d)	Distribution delays increase inventory holding costs.	7	14%	9	18%	11	22%	18	36%	5	10%
(e)	Proper warehousing reduces losses from damaged or expired goods.	31	62%	15	30%	0	0		8%	0	0%

Results show that 36 and 34 percent concurred and strongly agreed respectively and gave strong support to timely deliveries. But 18 per cent were very much opposed, and 12 per cent were not certain, and none of the rest disagreed, implicating that even though the majority of the respondents attach importance to timely delivery, there is a low percentage of respondents.

Not convinced or not sure.12% agreed and 20% strongly agreed, and the majority 32% disagreed and 34% strongly disagreed, 2% not sure. This demonstrates that the majority of the respondents do not believe physical distribution has a big impact on the cost of purchasing.

Moreover, the agreement was 34% and strongly agreed was 28%, a positive perception. Meanwhile, 22% of the participants disagreed and 16% strongly disagreed and no one was unsure, indicating that despite the fact that the participants were asked to agree on whether they were unsure, the majority of the participants disagreed this opinion is supported by the majority, there are quite a number of opposite opinions. Moreover, Only 14% agreed and 18% strongly agreed, 22% disagreed and 36% strongly disagreed, 10% not sure. This implies that the majority of the respondents do not correlate delays with the high holding costs, though some acknowledge the connection. In addition, A strong majority of 62% agreed and 30% there was a strong level of agreement with no disagreements recorded, 8% strongly disagree, and none unsure. This is a clear indication that proper warehousing is a well-known concept in minimizing losses.

Graph showing Importance of physical distribution at Abrah shopping Center Mbale



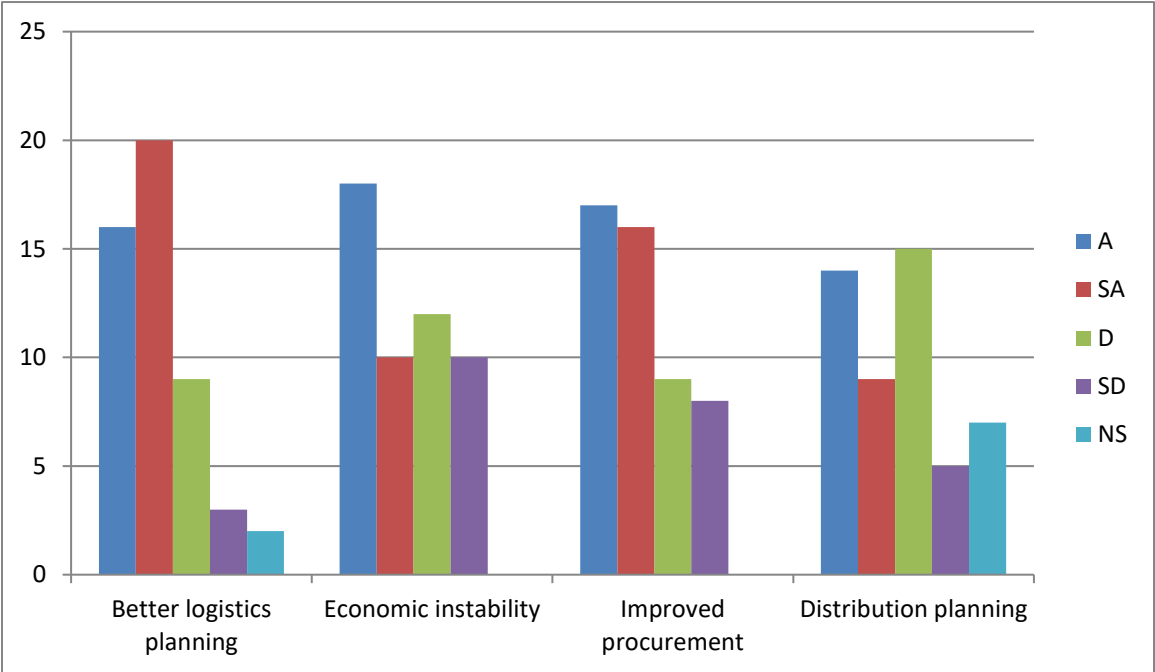
4.3 Findings on the future sales and economic changes at Abrah Shopping Center

SN	Future sales and Economic changes	A		SA		D		SD		NS	
		F	%	F	%	F	%	F	%	F	%
(a)	Better logistics planning will improve the supermarket's future sales.	16	32%	20	40%	9	18%	3	6%	2	4%
(b)	Economic instability negatively affects supplier pricing and availability.	18	36%	10	20%	12	24%	10	20%	0	0%
(c)	Improved procurement strategies will help reduce operational costs.	17	34%	16	32%	9	18%	8	16%	0	0%
(d)	Distribution planning is essential for sustaining long-term profitability.	14	28%	9	18%	15	30%	5	10%	7	14%

The result shows that 32 percent of the people responded in agreement and 40 percent strongly agreed, 18 percent disagreed, 6 percent strongly disagreed, 4% not sure. This implies that a majority of respondents feel that there are better logistics will increase sales in the future. Also, 36 percent agreed and 20 percent strongly agreed, and 24 percent disagreed and 20% strongly disagreed, and none were not sure. This is a sign of ambivalent attitudes, albeit to a larger degree respondents are aware of the effects of economic instability.

Moreover, 34 percent and 32 percent concurred and strongly concurred, respectively, and 18 percent and 16 percent disagreed and strongly disagreed, respectively thought otherwise, without doubt. This implies that the majority of respondents think that the strategies in procurement are important in cost reduction. Moreover, 28 percent were in agreement and 18 percent strongly in agreement, and 30 percent. Did not agree and 10% strongly did not agree and 14% not sure. This shows a split of views, and with a slight lean to disagreeing, and a measure of uncertainty.

Pie chart showing Future sales and Economic changes at Abrah shopping center Mbale



4.4 Findings on the transportation cost challenges at Abrah shopping center

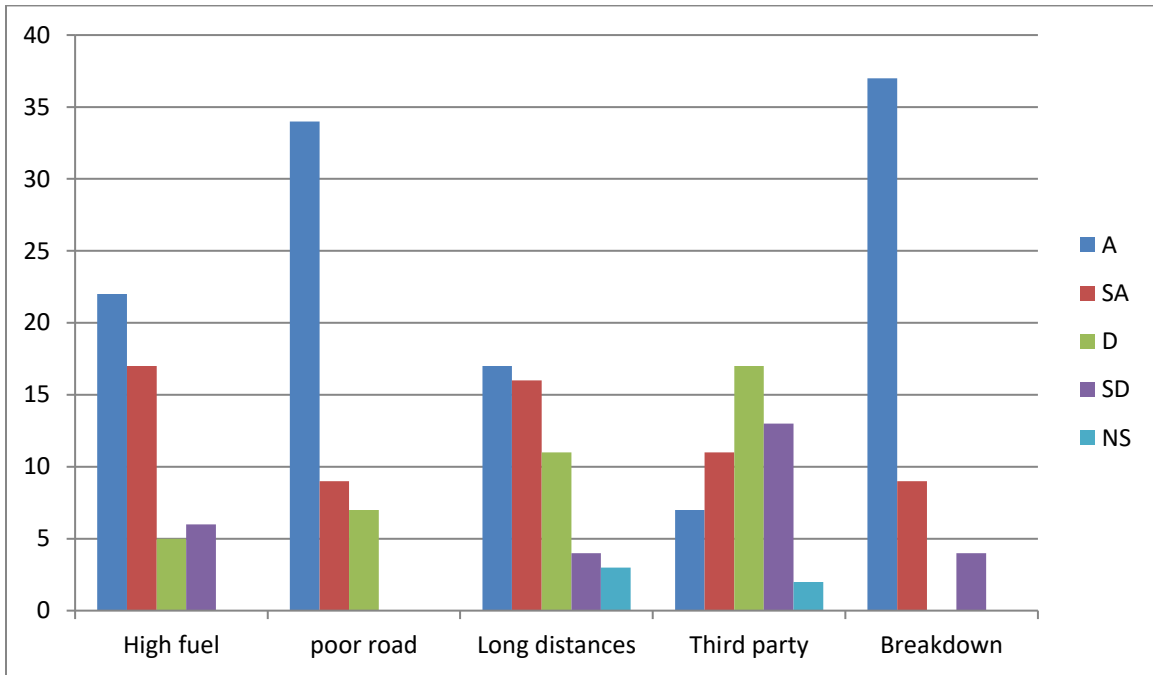
SN	Transportation cost Challenges	A		SA		D		SD		NS	
		F	%	F	%	F	%	F	%	F	%
(a)	High fuel and energy costs	22	44%	17	34%	5	10%	6	12%	0	0%
(b)	Poor road infrastructure and conditions	34	64%	9	18%	7	14%	0	0%	0	0%
(c)	Long distances from suppliers to the supermarket	17	34%	16	32%	11	22%	4	8%	3	6%
(d)	Use of unreliable or third-party transporters	7	14%	11	22%	17	34%	13	26%	2	4%
(e)	Frequent vehicle breakdowns and maintenance costs	37	74%	9	18%	0	0%	4	8%	0	0%

The finding shows that 44% of respondents agreed and 34% strongly agreed, while 10% disagreed and 12% strongly disagreed, with none unsure. This shows strong agreement that fuel and energy costs are a major challenge. In addition, most respondents, 64% agreed and 18% strongly agreed, while 14% disagreed and none strongly disagreed or were unsure. This indicates that poor infrastructure is widely seen as a key transportation challenge.

Furthermore, About 34% agreed and 32% strongly agreed, while 22% disagreed and 8% strongly disagreed, with 6% not sure. This suggests that many respondents consider long distances a significant challenge. 14% agreed and 22% strongly agreed, while 34% disagreed and 26% strongly disagreed, with 4% unsure. This shows that more respondents do not view distance as a major issue, indicating mixed perceptions.

In addition, large proportion, 74% agreed and 18% strongly agreed, while none disagreed, 8% strongly disagreed, and none were unsure. This clearly indicates that breakdowns and maintenance costs are a major transportation challenge.

Pie chart showing Transportation cost Challenges at Abrah shopping center Mbale



CHAPTER FIVE

DISCUSSIONS, SUMMARY, CONCLUSION, AND RECOMMENDATIONS OF THE FINDINGS

5.0 Introduction

This chapter presents discussion, summary, conclusion, and recommendations based on the findings of the study. The findings explore the impact of effective physical distribution to the organization and profitability.

5.1 Discussions of the Findings

5.1.1 Importance of physical distribution at Abrah Shopping Center

The findings indicate that a total of 70% of respondents agreed confirmed that timely supplier deliveries reduce stock-outs. This finding is consistent with studies showing that effective transportation and inventory coordination enhance service reliability and reduce stock-outs (Bhatnagar & Teo, 2009; Atukwasa, 2015). Similarly, high total of 92% of respondents agreed that proper warehousing reduces losses from damaged or expired goods. This strongly supports (Mahohoma & Nene, 2025) who emphasized that efficient storage systems improve inventory management and minimize losses

However, total of 32% of respondents agreed that physical distribution affects purchasing costs, while a larger total of 66% disagreed. This contradicts existing studies which indicate that logistics significantly influences procurement and operational costs (Christopher, 2016; Smith, 2024). This suggests a gap in employees' understanding of cost implications.

In addition, a total of 62% of respondents agreed that reliable supplier relationships improve profitability, which aligns with (Akin-Oluyomi & Akhigbe) who argued that supplier coordination to improved financial performance. Furthermore, on the issue of whether distribution delays increase inventory holding costs, only a total of 32% agreed, while 58% disagreed, and 10% were unsure. This finding contradicts established research showing that delays increase storage costs and inefficiencies (Christopher, 2016), further indicating limited awareness among respondents.

5.1.2 Influence of Economic Conditions on Sales through Physical Distribution at Abrah Shopping Center.

As the results reveal, 72 percent of the respondents said that improved logistics planning will improve future sales. This validates (Christopher, 2016; Fisher, 2003) who stressed that effective distribution channels improve the availability of products and selling. Furthermore, on economic instability, 56% responded that it has a negative impact on supplier pricing and availability, while 44% disagreed. This shows ambivalent perceptions, albeit with a slight majority acknowledges its impact. This is partly consistent with the research which indicates that macroeconomic conditions affect distribution efficiency and retail results (Bagnoli et al., 2025; Waters,). 2019).

Moreover, 66 percent of the participants said that better procurement strategies assist reduce operational costs. This is in line with results that strategic sourcing and procurement are enhanced cost control and efficiency (Chesula, 2021). Nevertheless, opinions on whether distribution planning is necessary to profitability over the long term were separated. A total of 46% agreed, while 40% disagreed, and 14% were unsure. This contrasts highlighted that long-term logistics planning is essential to sustained competitiveness (Porter, 1991).

5.1.3 Transportation Cost Challenges in Physical Distribution at Abrah Shopping Center.

Of the respondents, 78% of them cited fuel and energy costs as a major challenge, in support. researches or studies which indicate that fuel prices are a major factor that raises the logistics cost and lowers the profitability (Onguka, 2019). On the same note, 82 percent of the respondents said that poor road infrastructure is a major constraint. This is in line with (Miller et al., 2025) who reported that poor infrastructure causes delay of delivery and high costs of operation.

Additionally, the overall percentage of agreement was very high (92) that vehicle breakdowns and the issue of maintenance costs is one of the key challenges, which supports (Christopher, 2016) who emphasizes that maintenance as an important contributor to logistics inefficiency.

Altogether, the results verify that the expenditures on transport have a major impact on the efficiency of distribution, Customer satisfaction (Bakare, 2020; Parasuraman et al., 1988), profitability and it. Only a total of One out of three people (36 percent) felt that third-party

transporters are not very reliable, and a majority (60 percent) of the respondents said the same. disagreed. This implies that outsourced logistics services can be relied upon in this regard.

5.2 Summary of the findings

The conclusions show that physical distribution is a key factor in the availability of products, cutting down on losses, and enhancing customer satisfaction. This is endorsed by 70 percent of the respondents who concurred that timely deliveries will minimize stock-outs and 92% who concurred that proper warehousing minimizes the losses on spoiled or overdue items, which reinforces (Christopher, 2016) on the significance of effective distribution systems in retail performance. Efficient warehousing and On time deliveries were consequently found to be some of the important contributors to the success of the operation.

Economic conditions, such as logistics planning and procurement were also found in the study. plans, impact sales performance. This is supported by the fact that 72% of those who were consulted said yes enhanced logistics planning enhances future sales and 66% who responded that enhanced procurement strategies decrease operational expenses. Nevertheless, 46 percent concurred that distribution planning is critical to long-term profitability, which shows differences in employee awareness on its strategic importance, which justifies (Fisher, 2003) on the role of good logistics planning in improving market performance.

5.3 Conclusion of the findings

The paper concludes that physical distribution is a key to the performance and profitability of Mbala Abrah Shopping Center has timely deliveries and proper warehousing that minimize stock outs and losses, thus enhancing customer satisfaction and efficiency. However, some employees still lack understanding on the impact of distribution on costs. The results also indicate that logistics planning and procurement strategies are positively related to future sales, but there are mixed views on the same significance of distribution planning in the long term. Also, there are transportation issues including high. Distribution is greatly hampered by fuel expenses, bad roads and frequent vehicle failures efficiency. On the whole, although physical distribution is critical in the success of business, there is a necessity. to enhance logistics and awareness of the employees to maximize its benefits.

5.4 Recommendations

Enhance Logistics Awareness and Education. Training should be undertaken by the management programs to improve the knowledge of staff on the impact of physical distribution on costs, profitability, and business performance in general.

Invest in Good Warehousing Systems. The supermarket ought to reinforce its improvement in warehousing through better storage facilities, inventory monitoring and stock management systems to reduce losses and stock-outs.

Adopt Strategic Logistics Planning. The management must adopt a systematic logistics planning, demand forecasting, route optimization and delivery scheduling to enhance productivity and cut expenses.

Manage Transportation Costs. The supermarket ought to implement cost-control measures like as efficient routing, vehicle maintenance planning and cooperation with trustworthy. The transport providers to reduce the transportation costs.

Strengthen Procurement Strategies. Better supplier management and mass buying Mechanisms must be implemented to cut down procurement expenses and maintain uniformity of the products.

Leverage Digital Technologies. The shopping mall ought to embrace online stock keeping and logistics management systems, in order to enhance coordination, stock-outs, and improve decision-making

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Appendix 1: Questionnaire

Dear Respondent,

My name is Ajilong Racheal, a third-year student at Uganda Christian University (UCU), pursuing a Bachelor's Degree in Procurement and Logistics Management. I am conducting an undergraduate research study on: "Impact of Effective Physical Distribution on Organizational Profitability and Consumer Satisfaction: A Case Study of Abrah Supermarket, Mbale District."

Your participation in this study is highly valued. Kindly respond to all questions as accurately and honestly as possible. All information provided will be treated with strict confidentiality and used solely for academic purposes. There is no right or wrong answers.

Section A: Background Information

(Please tick (✓) in the box that applies to you)

1. Gender:

- Male
- Female

2. Age Group:

- 18 – 25 years
- 26 – 35 years
- 36 and above

3. Highest Level of Education:

- Certificate
- Diploma
- Degree

4. Years of Work Experience:

- Less than 1 year
- 1 – 3 years
- 4 – 6 years

5. Current Position:

- Officer
- Supervisor
- Manager

Section B

6 Importance of Physical Distribution AT ABRAH SHOPPING CENTER MBALE

SN	IMPORTANCE OF PHYSICAL DISTRIBUTION	A	SA	D	SD	NS
a)	Timely supplier deliveries reduce stock-outs at the supermarket.					
b)	Physical distribution practices directly affect purchasing costs.					
(c)	Distribution delays increase inventory holding costs.					
(d)	(e) Proper warehousing reduces losses from damaged or expired goods.					

e) If you have another importance of physical distribution at Abrah supermarket please specify

.....

Section C

INFLUENCE OF ECONOMIC CONDITION ON SALES AT ABRAH SUPER MARKET

SN	INFLUENCE OF ECONOMIC CONDITION ON SALES AT ABRAH SUPER MARKET	A	SA	D	SD	NS
(a)	Better logistics planning will improve the supermarket's future sales.					
(b)	Economic instability negatively affects supplier pricing and availability.					
(c)	Improved procurement strategies will help reduce operational costs.					
(d)	Distribution planning is essential for sustaining long-term profitability.					

e). If you have another influence of economic condition on sales please specify.

.....
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Section D

TRANSPORTATION COST CHALLENGES AT ABRAH SUPERMARKET MBALE

SN	TRANSPORTATION COST CHALLENGES AT ABRAH SUPERMARKET MBALE	A	SA	D	SD	NS
a)	High fuel and energy costs					
b)	Poor road infrastructure and conditions					
c)	Long distances from suppliers to the supermarket					
d)	Use of unreliable or third-party transporters					
e)	Frequent vehicle breakdowns and maintenance costs					

f) If you have another transportation cost challenges at Abrah supermarket Mbale please specify

.....
