

ASSESSMEENT OF DISTRIBUTION MANAGEMENT SYSTEM (IN CASE OF EDEN NATURAL SPRING WATER)



COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MARKETING MANAGEMEN

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ACRONYM

Com communication

e error term

EBSC Eden Business Share Company

SNNPRS Southern Nation Nationalities and People Regional State

W_{ww} World Wide Web

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Abstract

This research was conducted in assessment of the distribution management system in case of Eden natural spring water. In the study the employees and managers of the company is considered. The specific objectives assessed by the research. Considering those objectives some main problem of the company are also analyses. In order to accomplish, the stated objective of the study primary data's collected from the employees and the managers of the company. The secondary data's also collected from documents and reports of the company. To interpret the collected data descriptive statistical used.

Finally, from the dissection and analyses, conclusion was drawn and possible recommendations forwarded to solve the identified problem of the company based on the findings.

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

Distribution management refers to the process of overseeing the movement of goods from supplier or manufacturer to point of sale. It is an overarching term that refers to numerous activities and processes such as packaging, inventory, warehousing, supply, and logistics. Distribution management is an important part of the business cycle for distributors and wholesalers. The profit margins of businesses depend on how quickly they can turn over their goods. The more they sell, the more they earn, which means a better future for the business. Having a successful distribution management system is also important for businesses to remain competitive and to keep customers satisfied (will Kenton, 2019).

The role of distribution management system employed in manufacturing and commerce to describe the broad range of activities concerned with efficient movement of finished products from the end of the production line to the consumer, and in some cases includes the movement of raw materials from the source of supply to the beginning of the production. In this setting, the firm is the customer and anticipates a certain level of distribution services from the suppliers. The firm also is a supplier of finished or semi-finished goods, and the logistical must provide a level of distribution service to the firm's customers (K. K. Khanna, 2002).

According to Ferguson, (2000) without distribution the best product wouldn't deliver and the marketing mix would break down and fail. As a result of this, firms are increasingly adopting supply chain management to reduce cost, increase market share and sales, and build solid customer relations.

According to goods and services often pass to consumers through multiple channels. Accordingly, distribution channel is a set of interdependent organization involved in the process of making a product or service available for use or consumption by the consumer or business user (Kotler and Armstrong, 2005 and Cohen, 1991). While increasing the number of ways in which a consumer can find goods has the potential to increase sales, it also creates a complex system that can make distribution management difficult. In

addition, the longer the distribution channel the less profit a product manufacturer might get from the sale (Easing wood and Coelho, 2003).

As a result, according to the clients of the company mentioned some problems on the distribution of the company's products like lack of on time delivery of the product that are needed by the clients, in ability to provide need based on problem solving services, lack of timely response to clients request, lack of follow up, etc. these problems have a direct on the quality of the company's service and therefore, a formal and comprehensive investigation and researching of the distribution management system of the company was a necessary prerequisite for its service quality improvement and profitability.

1.2 Statement of the problem

Several marketing professions addressed the marketing management problems of setting appropriate product distribution channel (FevaNeves, Zuurbier& Cortez Compomar, 2001). The Company and the intermediaries need to agree on the terms and responsibilities of each channel member. They should agree on price policies, conditions of sale, territory rights, and the specific services to be performed by each party. They should establish a list price and affair set of discounts for the intermediaries. It must define each channel member's territory, and it should be careful about where it places new resellers (Kotler& Armstrong, 2011).

Christopher (1994) stated in his book that the contribution of distribution management system to the company and total sales volume of a company are interdependent. Failure to choose the right distribution method and experienced sales people would limit the sales volume of a company's sales growth, due attention has to be given.

The factors influencing the distribution channel system activity of the company? (e.g., Anderson et al.1997; Rangan, 1987).

- The divergent objectives of retailers and manufacturers especially, in relation with inventory measurement, whole sale margin and effect of gate price subsidy.
- Absence of well integrated and comprehensive approach to product availability and distribution coverage, safety stock and reordering level, motivation scheme for sales force.
- Poor channel management and monitoring system (periodical evaluation of channel system and channel members. Marketers have, therefore looking up to the appropriate adoption of distribution channel strategies. (Kotler, 2006).

In selecting the type of manufacturer's vs. distribution channel with which they want to work? The interaction between companies as a key aspect in accessing and utilizing other actors' resources and competencies (Cox and Lamming, 1997; Svahn and Westerlund, 2007).

- Manufacturer that have production, sourcing, marketing and innovation capabilities.
- Distribution channel that have warehousing and distribution efficiency and enthusiasm of agents.
- Fair combination, commitment, and competence of internal and external forces.

1.3 Research questions

1. What the prevailing distribution management system of the company?
2. How does the company's management supervise the distributors' performance in their area of assignment?
3. What major obstacles have been experienced by the distributors both internally from the Company's management and externally from the outside marketers?

1.4. Objective of the study

1.4.1 General Objectives of the study

The general objective of the study was to assess the distribution management in case of Eden spring water.

1.4.2 Specific Objective of the study

1. To assess how the overall distribution pattern working.
2. To assess how the company's management supervises the distribution performance in their area of assignment.
3. To examine the major obstacles that has been experienced by the distributors both internally from the company's management and externally from the outside marketers.
4. To assess the availability of the necessary facility for distribution management system.
5. To assess how the company selects the distributors.

1.5. Significance of the study

The study would expect to importance for different parties' indifferent perspective:-

- ✓ For researcher believed that the paper contribution a lot to the company in accomplishing the goal or objective which it had already set.

- ✓ For researcher to ward BA degree in marketing management.
- ✓ The student researcher to develop the knowledge in this area and to have an experience in conducting research.
- ✓ For different manufacturing company or organization asource or reference in developing different distribution strategies.
- ✓ Finally, it case also helps other researcher as a secondary source of information for further research that would made in the area.

1.6 scope of the study

It would better to study all functional units of the organization as a whole but because of time and money constraint the student researcher confines the research to study only on the distribution management system of. Eden spring water the study also delimits the distribution management of the organization in Gurage zone. The researcher would use descriptive research design using primary and secondary source of data.

1.7. Organization of the study

This research paper was organized in to five chapters; the first chapter contains back ground of the study, statement of the problem, research question and objective of the study, significance of the study, scope of the study and organization of the paper. The second chapter deals with related review literature, and the third chapter would include, research methodology. The fourth chapter contain data analysis and interpretation, chapter five would contain summary, conclusion and recommendation.

CHAPTER TWO

2. Review of Related literature

2.1. Distribution Management System

According to Kotler and Keller (2006) the supply chain describes a longer channel stretching from raw materials to components to final products that are carried to final buyers. Moreover, Kumar and Meenakshi (2008) that SCM is a broad concept that encompasses physical distribution management which involves planning, and controlling the physical flow of goods, services and related information from point of Computation to meet customer requirement at profit. Over the last decade, supply chain management (SCM) which is the management of a network of interconnected businesses involved in the ultimate provision of product and service packages required by end customers, has emerged as a key to success in the global economy. Many leading firms have realized that a well-run supply chain can be a source of distinct competitive advantage in the market place.

2.2. Definitions of Distribution

Distribution in layman's language refers to getting the right product to the right place at the right time. Distribution can be defined as the channel structure used to transfer products from an organization to its customers (Rahul V. Altekar, 2008).

The distribution mix is also a combination of decision related to marketing channels, storage, facility, inventory control, lactation, transportation, warehousing etc. (Pilla and Baguathi, 2005).

A distribution channel is a group of people and firms involved in the transfer of title or ownership as the product move from the product moves from the producer to the ultimate consumer. The American marketing association describes a distribution channel the structure of infra company organization units and extra company agents dealers, whole sales and retailers through which a commodity products or service is marketed users, between them stands a set of intermediaries performing a variety of function. These intermediaries constitute a marketing channel (also called a trade channel or distribution channel) (K Havaldar and Vastant M Cavala, 2007).

They are the set of path ways a product or service following after production, culminating in purchase and by the final and users.

Some intermediaries such as wholesalers and retailers buy, take title to and resell the merchandise, they are called merchants. Other brokers, manufactures representatives, sales agents search for customers and may negotiate on the producers behalf but do not take title to the goods they are called agents still others transportation companies, independent ware houses, banks, advertising agencies assist in the distribution process but neither take title to goods nor negotiate purchases or sales, they are called facilities.

2.3. The Importance of Distribution Channels

A marketing channel system is the companies of tem pay too little attention to their distribution channels, sometimes with damaging results. In contrast, many companies have used imaginative distribution systems to gain a competitive advantage creative and imposing distribution system made it a leader in express delivery. Dell revolutionized its industry by selling personal computers directly to consumers rather than through retail stores (Philip Kotler, 2008).

In addition, channel decisions involve relatively long term commitments to other firms as well as asset of policies and procedures. In managing its intermediaries, the firm must decide how much effort to devote to push versus pull marketing. A push strategy involves the manufactures using its sales force and trade promotion money to induce intermediaries to carry, promote, and sell the product to end users. Push strategy is appropriate where there is low brand loyalty in a category brand choice is made in the store, the product is an impulse item, a product benefits are well understood a pull strategy involves the manufacture using advertising and promotion to persuade consumers to as ask intermediaries to order it pull strategy is appropriate when there is high brand loyalty and high involvement in the category when people perceive differences between brands, and when people choose the brand before they go to the store (Koter and Keller, 2006).

The role of marketing channels:

- Many producers lack the financial resources to carry out direct marketing;
- Producers who establish by increasing investment in their mach business;
- and

- In some cases direct marketing simply is not feasible.

2.3.1. Important Factors of Distribution System

Christopher (1986) expressed that the two most important factors when considering physical distribution are the time taken for the product to reach the consumer; and the cost of delivering the product to the consumer. Moreover he explained that we do not want the consumer to wait for too much time when they are waiting for the products to reach them. So we want to use the fastest product delivery, the more the cost of product delivery would increase. So, he suggested choosing the "minimum service level" that will the customers be satisfied by.

In case of Eden spring water, for example, we may say that the minimum level of service is set to one day. This means that, the Eden spring products has to be delivered within one day to the consumer. So, the distribution system/distribution channels of the company should be designed in such a way that the products can reach the consumer within one day flat. One day is the minimum level of service desired.

According to Christopher (1986) if a company keeps the minimum level of service too high, it risks losing customers. In today's competitive environment Eden spring delivers its products in one week and its competitors deliver in one day; Eden spring would lose business to the competitors; because today people would not wait a week if they can get something in a day.

On reading the above paragraphs, one may tend to think that the physical distribution system is only related to transportation of goods from the company to the consumer. However, physical distribution is a whole lot more. Some of the major aspects of physical distribution are transportation, warehousing, and inventory management (Christopher, 1986; Cohen, 1991).

Transporting Eden spring products from the company's factory warehouse to the customer every time an individual order is placed would be very costly. Not only would this be costly, but also it would take too much time and the time of delivery would exceed the desired minimum level of service.

2.4. Channel Function and Structure

2.4.1. Channel Function

In marketing product and service available to consumers, channel members add value by bridging the major time, place and possession gaps that separate good and service from those who would use them. Members of the marketing channel perform many key functions (Philip Kotler, 2008).

- ✓ Information: gathering and distributing marketing research and intelligence. Information about actors and forces in the marketing environment needed for planning and aiding exchange.
- ✓ Promotion: developing and spreading pervasive communication about an offer.
- ✓ Contact: finding and communicating with prospective buyers
- ✓ Matching: shaping and fitting the offer to the buyer's needs including activities such as manufacturing, grading, assembling and packaging.
- ✓ Negotiation: reaching an agreement on price and other terms of the offer so that ownership or possession can be transferred.
- ✓ Physical distribution: transporting and storing goods.
- ✓ Financing: acquiring and using funds to cover the costs of the channel work.
- ✓ Risk taking: assuming the risks of carrying out the channel work.

2.5. Types of Distribution Channel

According to (Meenakshi, 2008) manufacturers and retailers have a choice of two physical distribution channels: direct channel and indirect channel. Use of direct channel in the case of manufacturers entails transporting goods to customers straight from the factory, while for multiple retailers it involves receiving supplies at branch store level. Whereas using indirect channel is in which stocks are held at one or more intermediate locations in the supply line. A manufacturer using an indirect channel directs its output through distribution depots.

2.6. Building and Managing Effective Third Party Distribution Channels

(Rajopadhyay et al., 2009) in their study mentioned that many companies, for years, have looked at third party distribution channels as a vehicle for fast acceleration of their sales. There's a plethora of different types of third party distribution channels out there that a company can select, develop and manage for sales success. Those range from value added resellers, to

system integrators, to manufactures reps, to distributors, and to agents as well as international representatives.

As per (Doyle, 1994) one of the biggest mistakes that companies make when they deploy a third party channels however, is to think that the companies that they sign up are going to do the work on their own without any support from the company. Usually companies spend a huge amount of resource and effort to go start, create, deploy third party system integrated value added reseller networks but they don't provide any resources, any management, any support to then after they come on board. However, according to (Cohen, 1991) if a company wants to deploy those kinds of third party distribution channels, in addition to discounts and commissions that the manufacturing company is going to pay, it is necessary to proactively supply to those resellers like sales, distribution and technical support, in order to make sure that they're optimized in their sales performance for the manufacturing company.

According to (Rowe, 2005) the rule of thumb that he found is treating your resellers and third party distributions channels just as if they were your own employees. Understand how to motivate them, how to get to know them, create relationships with them, spend time with them in the field, make sure that they have the resources and support in order to be effective at their job and you can win the distribution channel and get them selling for you. If you think that you're going to get something for nothing from third party distribution channels, you're probably wrong. The fact is nothing is free in sales and it certainly implies to the notion of third party distribution channels (Rewoldt, Scott, and Warsaw, 1981).

2.6.1. Channel Strategy

Channel strategy decisions involve:-

- (1) The selection of most effective distribution channel
- (2) The appropriate level of distribution intensity and
- (3) Degree of channel integration.

(Porter, 1998) defined the value chain concept as a crucial tool for analyzing the sources of competitive advantage. Value chain analysis comprises disaggregation of the firm into its strategically relevant activities in order to understand the behavior of costs and the existing and potential sources of differentiation. A firm gains competitive average by performing these strategically important activities more cheaply or better than its competitors. Porter identified five primary elements of the value chain inbound logistics, operations, outbound

logistics, marketing and sales, and service, as well as four support activities-procurement, technology development, human resource development, and firm infrastructure. However, this paper focuses on the role of outbound logistics management, in enhancing a firm's competitive position.

(Winter and Knemeyer, 2012) have suggested that in industries such as retailing and product manufacturing, supply chain management is perhaps the most important factor in determining the success of the firm. Incorporating the full impact of logistics into the firm's strategy is therefore a crucial imperative for firms and can lead to superior and sustainable performance.

2.6.1.1. Channel Selection

(Lin and Chen, 2008) conducted a study on determinants of manufacturers' selection of distributors and expressed that recruiting good distributors in marketing channels can improve a manufacturer's performance, and even increase its competitive advantage. From candidate distributors, manufacturers must select those that are most able to sell the products and serve the needs of target markets in order to achieve better firm performance (e.g. profitability). Therefore, finding competent distributors is an important issue for manufacturers, especially for many medium and small-sized firms that might lack sufficient knowledge and information to select distributors. The empirical observation of the study have shown that four factors are important to manufactures when selecting distributors: firm infrastructure, marketing capabilities, relationship intensity and logistics capabilities. Distributors can strengthen their competitive advantage by improving their competence in these four dimensions.

A company has to consider many factor related to the market and customers, its own situation, the product, the competitive environment (Adriano, 2008). All these factors have a strong bearing on the type of distribution channel selected. A company should be very deliberate in deciding upon a distribution channel as it is expensive, cumbersome and can invite litigations to dismantle a distribution channel once it is established because interests of independent intermediaries are involved (Kumar and Meenakshi, 2008).

2.6.1.2. Distribution Intensity

Deciding the number of outlets in a region or for a population i.e. the intensity of outlets is a critical decision (Adriano, 2008). If the numbers of outlets are more than required, the cost of

serving a customer goes up. If the numbers of outlets are less than required, customers will face difficulty in accessing the outlets and they may buy an alternate brand or product or forgo purchase altogether. The three distribution options for a company are intensive distribution, selective distribution and exclusive distribution. Intensive distribution provides maximum coverage of the market by using all available outlets. The other one is selective distribution applicable for products like electronics goods and home appliances; manufactures use a limited number of outlets in a geographical area. The last one is exclusive distribution that refers to having only one wholesaler, retailer or industrial distributor is used in a geographical area.

2.6.2. Channel Management

Manufacturers have to select the intermediaries who will carry their products (Chang, Polsa and Chen, 2003). The chosen intermediaries have to be trained in specific areas like the working of the product being carried, art of selling in merchandising, and in other areas depending on the requirement of the business. The intermediaries need to be motivated to eagerly push the manufacturer's product. The manufacturer may offer them financial or nonfinancial incentives. It is very important that the intermediaries are evaluated periodically in terms of the functions (Gassenheimer, Sterling and Robicheaux, 1996) that they are required to perform. And finally, the manufacturer has to resolve conflicts arising among members at the same level or among members at different levels of the distribution channel.

2.7. Recognizing the Needs for a Channel Design

According to (Sahu and Raut: 2003) in today's world of mass production, there is always a pressing need for intermediaries of one type or the other from enabling the goods to reach the customer. In a more detailed manner, (Rosen Bloom, 1995) has pointed out many situations that can indicate the need for a channel design as follows:-

- Developing a new product or product line. If existing channels for other products are Not suitable for the new product or product line, a new channel may have to be set up Or the existing channels modified in some fashion;
- Aiming an existing product at a new target market;
- Making a major change in some other component of marketing mix;

- Establishing a new firm, from scratch or as a result of mergers or acquisition.
- Opening up new geographic area;
- Meeting the challenge of conflict or other behavioral problem.

The above list, although by no means comprehensive, offers an overview of the more common conditions that may require the channel manager to make channel design decisions.

2.8. Are Intermediaries Necessary?

The question most often asked is if distribution intermediaries are really required? The answer to this would be not always, as sometimes the commitment of the intermediary and his need for an excellent distribution effort may not be of the same intensity as that of the company (Rosen Bloom, 1995).

- With the advent of the internet, examples of companies like Amazon and Dell which directly deal with the consumers, is plentiful;
- The example of Bata India is a case in point, Bata has set up a distribution network of hundreds of its own outlets where it sells its branded footwear directly to the consumers. In fact, Bata consumers do not think of any other way of buying their favorite footwear.
- Another well-known company is Eureka Forbes which does not have any physical stocks of its products in any place for consumers to access. Instead, the company's sales people call on their prospects' homes, introduce the product, demonstrate its effectiveness and sell the products directly. Normally, in case of technically complicated products, the company may want to handle the distribution themselves as they cannot expect the intermediary to learn as much and as well about the product as their salesperson. Also, the intermediary in this case may not be able to handle questions about the product as effectively.

2.8.1. Wholesalers

They normally operate out of the main markets in a city. They deal with a large number of company's products and packs. They have their own shops in busy trading areas. Their features are:

- They choose and decide what products they would sell;

- They are not on contract with any companies;
- Their customers are other wholesalers, retailer and institutions;
- They negotiate about 15 day's credit from the distributors and special privileges on giving purchase request more than once a week even though the beat plan of the distributor may give them one visit a week.
- They extend credit terms to their loyal customers.

2.8.2. Retailers

They are the shopkeepers who set up shops in the market place to cater to the needs of hundreds of consumers. If the retailer is located in busy part of the market where the consumer traffic is large, he can command a lot of profitable terms from the distributors and companies – like credit, promotions, renting display space and so on. Anyway the retailer makes the highest margins in the entire supply chain. Retailers extend credit on only about 25 per cent of their customers. They have also started home delivery to their regular and customer close – to their outlet.

Value added resellers purchase the incomplete product or kit and add value by assembling it and selling to the customer depending on his specification.

2.8.3. Distributors, Dealers, Stockiest and Agents

This set of channel members are also known as stockiest, agents and guarantors depending in the extent of re-distribution undertaken by them for the companies they represent. Agents do not invest in the company's products. All belong to the same category of company outsourcing to help distribute products to retailers. Some characteristics of distributors are:-

- They are required to invest in the product by buying it from the company;
- They are on commissions, margin or mark-ups;
- They may or may not get credit from the company they, however, give credit to their Customers who are wholesalers or retailers;
- Commission or margin is a percentage of the price at which they buy the product from Company;
- Mark-up is still a percentage but based on the selling price to the customer retailer.

2.9. Expectations from the Distributors

This is to be defined right at the beginning so that the prospective candidates can be advised and second by to get the right kind of distributor (Havaladar and Cavil, 2007).

The expectations are:

- ✓ Achieving sales targets in volume, value and brand packs;
- ✓ Financial commitment for inventory and credit to be extended in the market;
- ✓ Investment in infrastructure - storage space, vehicle for distribution;
- ✓ Manpower – for selling and handling the office records and reports;
- ✓ Distribution capabilities – markets and outlet coverage with productive calls as per a Predestined beat plan;
- ✓ Developing new markets and new accounts;
- ✓ Managing key accounts and institutional business;
- ✓ Merchandising and displays in the market;
- ✓ Secondary sales efforts and tracing primary sales are what the distributors buy from The Company secondary customers and is more important;
- ✓ Effectively handling promotions and schemes initiated by the company;
- ✓ Managing damaged stocks;
- ✓ Organizing and participating in promotional events;
- ✓ New products and pack – sizes launching assisting the company;
- ✓ Handling customer quality complains;
- ✓ Handling statutory requirements on behalf of the company; and
- ✓ Payments and remittances to the company in time.

2.10. Selection of Distributors

The distributor recruitment and selection process is quite tedious and involves. (Havaladar and Cavale, 2007) some of these steps:

- Based on company requirements, identifying two or three prospects for each Appointment necessary;
- Background check on each short – listed candidate;
- Meeting the prospects explaining to them what is required and finding out their interest level;
- After getting all this information, the sales people have to short – list one or two final candidates with whom the dialogue can continue; and The final selection could be made on qualitative and quantitative factors. The

Qualitative factors could be willingness eagerness, confidence in himself and the Company products, willingness to spend time in the market by the owner himself, Willingness to abide by the company rule, keeping the image of the company intact And so on.

CHAPTER THREE

3. Research methodology

3.1. Description of study area

Eden Business Share Company (EBSC) was established in 1998 (2005) under the (1952)1960 commercial code proclamation No.304-509 by about 35 founding business persons with a paid up capital of Birr 99.7 Million. And obtained a business entity from Federal Contract and Document Authentication Office in 2006 and received investment license from Southern Nation Nationalities and People Regional State (SNNPRS), Trade and Industry Development Office by Principal Registration Certificated Number 11020/98.

The Company has started operation on January 20, 2014 and has penetrated the Ethiopian Packed water market by providing quality product and satisfactory service, in Addis Ababa and in eight regional states. Because of its successful operation and promising profitability, the number of the shareholders is growing from time to time and has reached over 2,289 currently. EBSC is the only ingenious company that can be mentioned as a pioneer to choose and to implement a particular green business program among so many similar water bottling companies. And this particular impressive idea helps the company to answer the ever increasing societal question of the environment.

Vision: - To see the products and services of Eden business in every house, market, work place and worldwide.

Mission: - Supply the National and International markets with quality products and services that are produced under strict ethical and environmental friendly production process.

To supply: - Eden Business Group is committed avail quality and healthy products to the international consumers from the sectors planned to be engaged on.(www.Edensprings.com)

3.2. Research design

The researcher would use the descriptive research design, because it would design to obtain information about the current status of phenomena and to draw conclusion from the fact discoveries.

3.2.1. Target Population

The target population for the research was employee and management of the Eden natural spring water factory. Currently there are 244 employees and 7 manager employed in Eden natural spring water.

3.2.2 Sample size and sample technique

Among the target population the researcher has determined the sample size based on the following simplified formula projected by Yamane (1967) as cited in Israel, (2003). A 0.95 % confidence level or $e=0.05$ are assumed for the purpose of determining sample size.

The researcher uses the following general formula.

$n = \frac{N}{1 + N(e)^2}$ Where, n = sample size

N = Target population

e = Margin of error

$n = \frac{N}{1 + N(e)^2}$ $n = \frac{244}{1 + 244(0.05)^2}$ then, $n = 152$ samples. And add 7 management body = 159.

3.2.3. Data sources

In the process of obtaining relevant data, the researcher used both primary and secondary data sources. Primary data sources include: questionnaires and interviews and also Secondary data sources include: books, literatures, web pages and various documents.

3.2.4 Data collection method

The data collection methods for this study was questionnaires and interviews by preparing questions based on the above maintained research questions to the respondent of this study that are assessing of distribution management of Eden privet association water factory employees. In order to save money and the managers' and employee's time; the researcher has focused on questionnaires rather than other collection methodologies.

3.2.5 Data analysis

After the data would gathered by using questionnaire, the data would analyse through tabulation, frequency and percentages.

The data analysis method was undertaken based on the nature of the data the necessary information collected from the element of the study the data would analysis through tabulation frequency and percentage.

CHAPTER FOUR

4. Data presentation, analysis and interpretation

This chapter mainly deals with the analysis and interpretation of data. Primarily the necessary information and data has been collected. On the basis of percentage that corresponds with the number of respondents who provide the same answers to a given question. The respondents consist of employees & managers of the company. Out of the total sample size of 159 respondents, two (2) employees failed to return the questioner were only seven (7) managers in the company due to this reason seven (7) managers questioners were not conducted. But they conducted by interview. Thus, the analysis has been made based on the returned 150 questionnaires altogether.

4.1. General Characteristics of the Respondents

The following table (table 1) has information o the general characteristics of the sample Respondents including their age distribution, educational background and status.

Table 1. General Characteristics of the Respondents

No	Item	Alternative	Number of respondents	
			In number	In %
1	Gender	Male	87	58%
		Female	63	42%
		Total	150	100%
2	Age	18-27	92	61.33%
		28-37	27	18%
		38-47	18	12%
		48-58	10	6.67%
		58and above	3	2%
		Total	150	100%
3	Educational level	less 10 grade	17	11.33%
		Grade 10 complete	68	45.33%
		Diploma	20	30%
		Degree & above	45	13.33%
		Total	150	100%
4	What is your position state in the Eden Water Products distribution outlet?	Owner	55	36.67%
		Manager	25	16.67%
		Owner and manager	60	40%
		Sales person	10	6.67%
		Total	150	100%
5	How long have you been working in the Eden spring water?	Less than 5 years	25	16.67%
		Between 5- 10 years	19	6%
		Between 10 – 20 years	66	44%
		More than20 years	40	26.67%
		Total	150	100%

As the table shows the total respondents 87 (58%), 42(63%) of the respondent employees were male and female respectively. In the age distribution of respondents is explained and 92(61.33%) of employees found in the age range of 18 - 27, 27(18%) of the respondent employees found in the age range of 28 – 37, 18(12%) of the employees are under age range of 38 - 47, 10(6.67%) of the employees are under age range of 48 - 58, 3(2%) of employees are above 58.

Based on the survey result the above Educational level out of the total respondent 17(11.33%) are less than grade 10th educated, 68(45.33%) are complete grade 10th, 45(30%) possessed diploma and 20(13.33%) are degree holder

The Eden Water Products distribution outlet out of the total respondent 55(36.67%) are Owner, 25(16.67%) are Manager, 60(40%) are Owner and manager and 10(6.67%) are sales person.

While the majority of the respondents 66(44%), 40(26.67%), have working experience in their current business between 10 - 20 years and have more than 20 years respectively, 25(16.67%), have less than 5 years' experience and 19(6%) have 5 - 10 years of experience in their current business.

This indicated that most respondents were educated. So the researcher thought that they could easily understand the distributed. Questionnaires and the data collected would be reliable and realistic to get appropriate information that represents the population

4.2. Analysis of the Major Findings of the Study

The student researcher tried to examine an assessment of distribution management system in the case of Eden Natural Spring Water P.L.C. from the point of view of company owned and sub-contracted. To this end, various questions were posed to sample respondents mainly related with product distribution practices, factor that affect the distribution management system. For the company a need for problem related with product distribution accessibility of the product and how effective the company's product distribution system.

Table2. Frequency Statistics on Aqua Safe Order Handling System

Item	Alternative	Company owned		Sub-Contracted	
		In number	In %	In number	In %
How do you access Eden Natural Spring water products?	Directly from the company distributors	100	66.67%	30	20%
	From sub-contracted distributors	50	33.33%	120	80%
	Total	150	100%	150	100%

The above table shows that, the entire sample responded outlets 100(66.67%) available in the company owned distribution routes their need for Eden product directly from the company distributors. Whereas in the case of outlets that belong to sub-contracted distribution routes, 50(33.33%) of the respondent outlets From sub-contracted distributors in order to get Eden product.

The rest 30(20%) of them confirmed that they contract directly the company to make an order. In the case of outlets that belong to sub-contracted distribution routes, 120(80%) of the respondent outlets From sub-contracted distributors. This implies that in order to make a product order, outlets available in the company owned distribution routes communicate their need directly to the company managements whereas the majority of the outlets available in the sub-contracted routes communicate with the From sub-contracted distributors in that specific route. This shows that the company distribution system doesn't have uniform order handling system.

Table3. Frequency Statistics on the Speed of Aqua Safe Product System

Item	Alternative	Company owned		Sub-Contracted	
		In number	In %	In number	In %
How promptly does the company or sub-contracted distributors deliver their products?	Within 1 days	–		–	
	Within 3 days	–		50	33.33%
	Within 6 days	73	48.67%	75	50%
	More than 9 days	77	51.33%	25	16.67%
	Total	150	100%	150	100%

As the above table shows, the majority of the sample outlets available in the company owned distribution routes 77(51.33%) of the respondents confirmed they receive the ordered products after nine (9) days and 73(48.67%) of them receive within 6(six) days. Whereas in the case of outlets available in the sub-contracted routes, 75(50%) of the respondents replied that they receive Eden product within 6 (six) days, 50(33.33%) of them receive within three days, 25(16.67) of them receive within more than 9 days. As per the result of the above analysis about the distribution groups, the sub-contracted distributions are faster than the company owned group in responding outlets request for delivering Aqua Safe products.

Table4. Comparison Statistics between the Two Types of Distribution

Item	Alternative	Company owned		Sub-Contracted	
		In number	In %	In number	In %
Have you ever complained about the delayed distribution?	Yes	135	90%	137	91.33%
	No	15	10%	13	8.67%
	Total	150	100%	150	100%

Out of the 150 respondents 135(90%) of the company owned sample outlets reported that they have complained about the delay and 15(10%) confirmed that they didn't report about the delay in the distribution system. Whereas in the case of sub-contracted sample outlets, 137(91.33%) reported and the rest 13(8.67%) didn't report their complaints to the concerned body.

This implies that the majority 272(90.67%) of sample outlets available in the company owned and sub-contracted routes reported to the concerned body about the delay in the distribution system of Eden natural spring water P.L.C.

Table5. Outlets Response on Complaints Management System of Aqua Safe

Item	Alternative	Outlets response from Sub Contracted Routes	
		In number	In %
Eden Natural Spring Water company Management Responds immediately for its customers Complaints.	Strongly agree	–	–
	Agree	3	2%
	Neutral	–	–
	disagree	30	20%
	strongly disagree	117	78%
	Total	150	100%
Eden Water has system to receive Complaints or feedback from their Customer.	Strongly agree		
	Agree		
	Neutral		
	disagree	50	33.33%
	strongly disagree	100	66.67%
	Total	150	100%

As the above table shows, respondents were asked to rate the speed of responses to complaints from the management side. The result of description data analysis show in table5 indicates that, out of 150 respondents 117(78%) strongly disagree and 30(20%) disagree of them are not in favour of the statement which says the management respond immediately for the outlets complaints. This implies that in total 147(98%) of the respondents believe that the management do not take action immediately for their complaints.

Moreover, they confirmed that the company doesn't have a system to receive any complaints /feedback rating 100(66.67%) strongly disagree, and 50(33.33%) disagree. Generally the result of this analysis implies that there's no effective complaint handling system in the company so that the management is unable to give immediate response to the outlets.

Table6. Outlets Response on the Quantity of Aqua Safe Product Distribution at a Time

Item	Alternative	Respondents	
		In number	In %
The distributors supply whatever amount Of Eden Water product required by the customer company.	Strongly agree	–	–
	Agree	10	6.67%
	Neutral	–	–
	disagree	40	26.67%
	strongly disagree	100	66.67%
	Total	150	100%

Table 6 shows, 10(6.67%) of the respondents have a favourable response for the statement which says it is possible to get the amount of Eden products required by the outlets. However, the remaining respondent outlets confirmed that they are not in favour for the above statement by rating 100(66.67%) strongly disagree, and 40(26.67%) disagree. As the total rating indicates 140(93.33%) the majority of the respondents do not get the amount of Eden products as per their request.

Table7. Outlets response on the Speed and Time of Delivering Products

Item	Alternative	Respondents	
		In number	In %
The company delivers its products immediately.	Strongly agree	–	–
	Agree	20	13.33%
	Neutral	–	–
	disagree	52	34.67%
	strongly disagree	78	52%
	Total	150	100%
The company has on time delivery system up On out date request	Strongly agree	–	–
	Agree	40	26.67%
	Neutral	–	–
	disagree	45	30%
	strongly disagree	65	43.33%
	Total	150	100%

Based on the questionnaire survey different on time delivery indicators have been used respondents were sharing their views on the different indicators. Accordingly as shown in table 7 about 78(52%), 53(34.67%) and 20(13.33%) of respondent outlets from both types of distributors replied as strongly disagree, disagree and agree about the immediate delivery of the company's products to its customers. This indicates that the company doesn't deliver its products immediately to customer's request. Out of 150 respondents, 65(43.33%), 45(30%) and 40(26.67%) of them reported strongly disagree, disagree and agree respectively regarding on time delivery system of the company as per the outlets request. This analysis shows that the company doesn't have on time delivery system up on outlets request.

Table8. Response of Outlets on the Availability of Enough Distribution Facility

Item	Alternative	Respondents	
		In number	In %
The company (company owned and Sub-contracted) have enough Distribution vehicles.	Strongly agree	13	8.67%
	Agree	23	15.33%
	Neutral	–	–
	disagree	52	34.67%
	strongly disagree	62	41.33%
	Total	150	100%

Is table 8 illustrated out of the total 150 respondents, 13(8.67%) of them strongly agreed that there are enough distribution facility that helps to have successful distribution Eden water Products, similarly 23(15.33%) of the respondents favour the above statement. In contrast with the above respondents, 62(41.33%) of the respondents were not in favour of the statement which says the distributors have enough distribution facility like vehicle. Not only this, 52(34.67%) of the respondents also disagree with the above statement. In general out of 150 respondents, in total 114(76%) of them believe that the company distribution system doesn't have enough distribution facility like vehicle. The shows that the respondents don't get the amount of products they require at the time need them.

4.3. Analysis and Interpretation of the Company's Marketing Manager Interview and Answers

This interview is asked to the manager of Eden Water Company to support employee's questioner and more accuracy information to get the respondents.

Table 1 Manager personal data

▪ Item	Number of respondents	Percentage
➤ Sex		
• Male	7	100%
• Female	0	0%
❖ Total	7	100%

Above table also indicates gender composition of respondent from table 1 (one), the interview was distributed for only male two (2) marketing managers were filled and out the total five(5) manager of they are filled returned back, no interview were filled of female managers. Form the researcher concludes that Eden natural spring water is highly dominated by male managers.

Table 2 the type of manager

➤ Name of manager	Number of respondents	Percentage
• Marketing manager	1	14.29%
• Human-resource manager	1	14.29%
• Quality manager	1	14.29%
• Distribution manager	1	14.29%
• Mechanical manager	1	14.29 %
• Production manager	1	14.29 %
• Sales manager	1	14.29 %
❖ Total	7	100%

As it is inducted from table 2 (two), the interview was distributed for only male marketing managers were complete and out the total five (5) manager) of they are filled returned back. Because marketing manager has more knowledgeable and experience on marketing activity the other managers.

The student research has interviewed the company's Marketing Manager to get some basic information toward the company's product distribution management system, and all the questions together with its answers are presented below.

1. How do you see the overall distribution system of Eden spring water?

The managers responded that the overall distribution system of the company is basically based on the objectives of distributing the product to each and every outlet with two different distribution strategies.

- The distribution strategy for Addis market and
- The distribution strategy for regional market for Addis market, the company is using combination of company owned distributors and sub-contracted distributors. This will help the company to identify which distribution type is more efficient in generating the highest sales volume.

For the regional market there are assigned distribution (Agents) they can play the role of the company in distributing product to their respective outlets. This will enable the company to play the role of supervising by giving ample time to spend on the development and implementation of different policies to achieve maximum sales.

Therefore the management believe that the distribution strategy of the company will generate the optimum volume that the company is seeking for.

2. How do you as a manager/supervisor closely supervise the distribution system and the performance of the distributors?

As the manager of marketing and sales responded, even though the existing endeavour to supervise the distribution system of Eden spring water is not well organized and lacks the required personal, there has been an effort in a fragmented manner to supervise the distribution system by communicating customers, and by letting each sales man to sell a minimum lump sum quantity on daily basis through planned routes.

Like the managers, the sales people confirmed that the company supervises their performance once in a while. Furthermore, the sales people attested that since the company has only one supervisors for the Addis Ababa distribution system, the possibility to supervise each and every distribution route is difficult unless and otherwise the company increases the number of supervisors. Similarly the questionnaire response enlightened that out of 159 respondents, the majority 150 (94.34%) of them believe that the company's management does not supervise the performance of the distribution system. It is important that the distributors are evaluated periodically in terms of the functions that they are required to perform. However, the overall result of the above analysis indicates that there is not enough supervision about the performance of the company's distribution system.

3. What kind of obstacles do you face at the time of distribution and also with distributors? All the interviewed people said that at the time of distribution the company focus different problems like traffic jam, time taking behavioural conditions of customers at the transaction time and dispersedly located outlets bring a problem on the time of distributing the company's products.

With regard to the distributors the managers highlighted some of the problems as follows.

- The sub-contracted distributors create shortage in the market by dumping the company's products only in some places (providing only for some outlets). Instead of distributing the company's products fairly to all outlets they focus only on selling the products to some private distribution shops. This enables them to sell large volume of products within a short period of time there by increase their commission income.
 - Therefore, the above points show that there exists unequal distribution of company's products to customers, failure to handle difficult customer's behaviour in a timely manner, and inability of the company to supervise the performance of distributors.
4. Is the necessary distribution related facility available in your company for the smooth performance of the distribution system?

“Yes” the sales manager replied, there is no shortage of vehicles to the distribution of the company's products. As mentioned earlier In addition to the company's owned distribution vehicles, the sub-contracted distributors use their own vehicles to distribute the company's products. As a result we can say there is no shortage of vehicles but there exist improper sage of the facility so that customers cannot get the company's products type sales people also confirmed that they have the necessary (like vehicle) are available in their company that enable them to distribute Eden spring water products to their customer outlets.

The shows that the responses of the customer outlets are in contradiction with the distributors and management of Eden spring water. This implies that the respondents didn't get the amount of products they require at the time they need them.

5. What major problem do you face with regard to the distribution facility?

According to the managers, the major problem pertaining to distribution facility in improper visage of distribution vehicles. That means distributors use the vehicles to dump products only to some outlets. In addition to that the company owned distribution sales people go out for distribution only once per day. So this means sales people do not use the facility to its capacity. Hence the customer outlet cannot get their order on time, there exists shortage in their storage or the company distribution schedule cannot keep. However, the sales people denied that above fact by saying that there is no major problem with regard to distribution facility. They only thing they mentioned is if they had more vehicles it would have been easy to distribute the available products to a large geographical area within a short period of time.

The above face implies that Eden spring water is unable to control and manage the distribution system as well as to manage the idea time of the facility.

6. Do you manage to get Eden spring water products from the central product stores?

The sales people responded that previously be for the promotional campaign has been started, there was no major problem in getting products from the warehouses of the company. However, these days it is difficult to get products to satisfy the demands of customers. As they have. Mentioned, the shortage of products is due to the failure in the company's production line. But there was no formed compaction from the management about the existing problems.

7. Does the company have system of gathering information feedback from the distributors or outlets that can help to understand whether the company distributes its products on time?

As it is mentioned by the managers, there is no specific system developed to handle Customers or distributors complaints feedback. Hence, the sales manager is in charge of handing issues regarding sales and distribution. The is a work load on the sales manager to perform the day to day activities and to handle additional complaints and feedback from employees outlets. As per the analysis of the questionnaire, 152 (100%) and 95 (67.85%) respondent outlets reported that Eden spring water management doesn't act in response to their complaints immediately and the company doesn't have a system to receive any complaint /feedback respectively. Generally, as the result of this analysis and interview indicates there is no effective complaint handling system in the company so that the management is unable to give immediate response to the outlets.

8. What are your suggested solutions with regard to the problem existing in the distribution system?

The managers suggested that the solutions to the existing problems are to solve the production unit problems as well as to redesign the existing distribution management system. As they have mentioned the company is working on it.

CHAPTER FIVE

5 .Summery, conclusion and recommendations

The purpose of this chapter is to outline the major finding of the analysis, conclusions and recommendation that can implementation of Eden natural spring water P.L.C distribution management system.

5.1. Summary of the Major Findings

The purpose of the study aimed at the assessment of distribution management of Eden natural spring water for the improvement of the performance as well as the achievement of organization goal with regard to distribution system. In this regard an attempt has been made to see different distribution management problems, their causes and remedies, as described in various literatures.

- There is no respondent whose age is below 18 years from this it is clear to understand that all respondent are capable to give correct response to the questions raised. A total of 115(76.67%) sample respondents ware owners of the outlets.
- In order to make a product order 100(66.67%) outlets available in the company owned distribution and 120(80%) outlets the majority of them available in the subcontracted.
- with regard to the speed delivering the company's products in response to outlets request, the majority of the sample outlets 77(51.33%) available in the company owned distribution routes confirmed that they receive the ordered products after nine days and the majority of the sample outlets available in the sub-contracted routes, 75(50%) of the respondents replied that they receive Eden natural spring water product within six days.
- The majority 272(90.67%) of sample outlets available in the company owned and sub-contracted routes respondents to the concerned body about the distribution system Eden natural spring water.
- 150(100%) of the respondents that they do not have Eden natural spring water products in their stock all the time.
- 137(91.33%) of the customer outlets believe that the distributors do not deliver the company's products immediately after the outlets request.

- As the total rating indicates 140(93.33%) the majority of the respondents do not get the amount of Eden natural spring water product as per their request.
- 110(73.33%) of the respondent outlets responded that the company doesn't have on time delivery system.
- In general out of 150 respondents, in total 114(76%) of them believe that the company distribution system doesn't have enough distribution facility (vehicle).

5.2. Conclusions

- Based on the findings and data analysed in the previous chapter, it can be concluded that the majority of respondents are not satisfied by the performance of Eden natural spring water distribution management system.
- As indicated in the finding part of the study, various reasons had caused to the malfunctioning of Eden natural spring water distribution system. Some of the factors are lack of on the job training to Eden natural spring water product distributors, well established order handling system, proper use of vehicles and distribution schedules.
- Supervision of distributors of performance, complaints handling mechanism, motivational scheme that fairly distributed among distributors and problems in the production unit. Weaknesses are observed on few other areas such as the late delivering and unequal distribution of the company's products.
- To sum up, the results clearly establish the areas where the distribution management system improvements or transfer of the distribution system ownership are more demanding and have important implications for the company's efficiency and profitability.

5.3. Recommendation

The research would like to recommend these Eden natural springs water based on his/her findings. Because it helps the Eden natural spring water to improve its distribution management system more in the researcher has gave the following recommendation.

- Redesign the Existing Distribution Management System: In order to minimize or eliminate the above mentioned problems, Eden natural spring water should redesign or adjust it distribution management system in terms of the following points.
- Design product order handling/ processing system

- Provision of Training to Distributors: To address the problem that occurs in the day to day activities, the sales people should be trained on how to develop long term relationship with their customers.
- System to monitor the channel: Clear distribution strategies and criteria should be set to evaluate distributors.
- Provide solutions to production unit problems In order to prevent customer outlets from being out of stock, the company should solve problems that occur at the factory, and supervise its distributors about the fair distribution of the products among customers so as to satisfy the market demand.
- Design complaint handling system it is good for Eden natural spring water to design a centralized complaint handling system that enables the company to provide immediate response to its customer outlets.
- Communicate objective The objective of the entire distribution should be communicated to and agreed by each distribution system can work together towards achieving that goal
- Ensure the design and Implementation Eden natural spring water of motivational schemes The inconsistency in implementation of Eden natural spring water motivational policy and the absence of fair treatment among distributor need to be resolved by designing and implementing motivational scheme that can be applied to all channel members

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Appendix I

WOLKITE UNIVERSITY

SCHOOL OF BUSINESS AND ECONOMICS DEPARTMENT OF MARKETING MANAGEMENT

Questionnaires prepared for employees of the Eden Spring Natural water in Gurage zone.

• Dear Respondents,

First of all, I would like to forward my deepest gratitude for your reserved co-operation in filling this questionnaire. This questionnaire is prepared to gather information which is an input to the research I am conducting. The objective of this research is to analyse the performance and challenges regarding the distribution management of Eden Natural Spring Water P.L.C. I assure you that all information you would provide to the research would kept strictly confidential. Your honest and sincere response for this questionnaire would highly contribute for the success of the research.

All of your response used for writing a senior essay in partial fulfillment of bachelor of degree in marketing management.

Note: -

- There is no need to write your name
- Please put (✓) the appropriate box for your answers.
- Try to give short and precise response by writing on the on the space provided
- Thank you in advance for your cooperation

➤ **Respondents Demography**

1. Gender

a) Male ☐

b) Female ☐

2. Age

- a) 18-27 ☐ b) 28-37 ☐ c) 38-47 ☐
d) 48-58 ☐ e) above 58 ☐

3. Educational level

- a) Less 10 grade ☐ b) Grade 10 complete ☐
c) Diploma ☐ d) Degree & above ☐

4. What are your position states in the Eden Water Products distribution outlet?

- a) Owner ☐ b) Manager ☐ c) Owner and manager ☐
d) Sales person ☐ e) other please specify _____

5. How long have you been working in the Eden spring water?

- a) Less than 5 years ☐ b) between 5-10 years ☐
c) Between 11-20 years ☐ d) More than 20 years ☐

➤ **Part II. Question related with the product**

6. How do you access Eden Natural Spring water products?

- a) Directly from the company distributors ☐
b) From sub-contracted distributors ☐
c) Other please specify _____

7. How promptly does the company or sub-contracted distributors deliver their products?

- a) Within 1 days ☐ b) Within 3 days ☐
c) Within 6 days ☐ d) More than 9 days ☐

8. Have you ever complained about the delayed distribution?

- a) Yes ☐ b) No ☐

- Please tick (✓) in the box that best reflects your level of agreement where:
1=Strongly agree, 2=agree, 3=Neutral, 4= disagree, 5=Strongly disagree

	1	2	3	4	5
9. Eden Natural Spring Water company Management Responds immediately for its customers Complaints.					
10. Eden Water has system to receive Complaints or feedback from their Customer.					
11. The distributors supply whatever amount Of Eden Water product required by the customer company.					
12. The company delivers its products immediately.					
13. The company has on time delivery system up On out date request.					
14. The company (company owned and Sub-contracted) have enough Distribution vehicles.					

Appendix- II
WOLKITE UNIVERSITY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF MARKETING MANAGEMENT

**(Interview Questions Managers and supervisors working in the company's
owned distribution system)**

1. How do you see the overall distribution system of Eden spring water?
2. How do you as a manger/supervisor closely supervise the distribution system and the performance of the distributors?
3. What kind of obstacles do you face at the time of distribution and also with distributors?
4. Is the necessary distribution related facility available in your company for the smooth performance of the distribution system?
5. What major problem do you face with regard to the distribution facility?
6. Do you manage to get Eden spring water products from the central product stores?
7. Does the company have system of gathering information feedback from the distributors or outlets that can help to understand whether the company distributes its products on time?
8. What are your suggested solutions with regard to the problem existing in the distribution system?