LOGISTICS PRACTICES AND OPERATIONAL PERFORMANCE OF FAST-MOVING CONSUMER GOODS MANUFACTURING FIRMS IN NAIROBI COUNTY

BY
SELINA ADONGO OKUMU

A RESEARCH PROJECT PRESENTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE IN MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

May 2022

DECLARATION

I declare that this study research project is my own work and has never been presented to any other Institution or University for educational purposes**.**

Name: Selina Okumu

D61/20025/2019

Signature……. Date……27/09/2021…

Approval

This research project, with my approval, has been submitted for examination as the supervisor of the university.

Signature…….……Date……19.08.2022……

Ernest Akello

LECTURER, DEPARTMENT OF MANAGEMENT SCIENCE & PROJECT PLANNING, FACULTY OF BUSINESS AND MANAGEMENT SCIENCE, UNIVERSITY OF NAIROBI.

DEDICATION

Dedicated to my family members. You are my pillar!

ACKNOWLEDGEMENT

I wish to thank God the Almighty for giving me good health, wisdom and protection during this exercise. I appreciate and acknowledge with profound gratitude my supervisor; Dr. Ernest Akello for his tireless supervision, advice, great patience and encouragement during the exercise. I will forever be indebted. Thank you for your professional support and input.

I am also thankful to University of Nairobi for admitting me into a master's degree Program and to the entire staff in the faculty of business and management sciences for the knowledge and skills they imparted to me.

I can't forget all the respondents that were drawn from fast-moving consumer goods manufacturers in Nairobi County for sacrificing their time and providing information that was necessary for the completion of this research. To all those who participated in one way or the other to make this a success and have not been mentioned here I say thanks from the bottom of my heart.

Lastly, I thank my colleagues in the masters' class who served as a source of encouragement in times of hardship like, may God bless you all.

TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS

DC: Distribution Center

FMCGM: Fast Moving Consumer Goods Manufacturers

KAM: Kenya Association of Manufacturers

SPSS: Statistical Package for Social Sciences

ABSTRACT

As a result of the challenges posed by e-commerce and the "last mile," logistics management has become an increasingly essential issue for professionals in the relevant industry. The purpose of this study was to gain a deeper understanding of the logistics management practices employed by fast-moving consumer goods manufacturers in Nairobi County, as well as the impact those practices have on the manufacturers' operational performance. The study was hinged on resource based view theory, institution theory and unified theory of logistics and was guided by a descriptive research strategy. A sample size of 255 respondents from different strata of fast-moving consumer goods manufacturers in Nairobi County was administered with questionnaires for quantitative data. Data was analysed through descriptive statistics of mean, standard deviation, frequency and percentages, while multiple regression analysis was used to analyse the relationship between the variables. The study found that logistic practices used by the fast-moving consumer goods manufacturers in Nairobi County fast-moving consumer goods manufacturers in Nairobi County were order Process management, inventory management practices, transportation practices, information flow practices, warehousing practices and packaging practices. All these practices were found to be statistically and significantly related with the operational performances of these firms at ($p<0.05$). Additionally, the study identified the following challenges faced by fast moving manufacturing businesses when applying logistics management practices: the risk of service interruption, the high cost of product transportation across the country, and the limited holding capacity for FMCGMs at Mombasa port. Likewise, the study revealed that the primary challenges faced by fast-moving manufacturing companies when implementing logistics management practices were the following: poor road conditions for product movement, insufficient storage capacity to cope up with future customer demand across the firm's service network. The study recommended that Kenya Ports Authority management should act swiftly to expand product storage capacity at the Mombasa port to boost the operational performance of fast-moving industrial enterprises. Fast-moving manufacturing firms in Kenya should implement an integrated ICT-controlled system in their logistic operations as this will enable clear monitoring and administration of logistical activities, hence increasing the firm's total efficiency

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In today's hypercompetitive business climate and ever-more complicated global market, it is increasingly challenging for retail establishments to develop and sustain a competitive edge. As the need for more personalised goods and services develops, retailers are compelled to seek out novel and inventive methods to distinguish themselves. Similarly, makers of fast-moving consumer items have suffered the same fate. These manufacturers are vital to the sustainability of any economy and the attainment of the Millennium Development Goals. In order to effectively navigate the market, it is crucial that these organizations have access to easily accessible information.

The quality of logistics operations, such as in-store logistics, presents an intriguing potential (Yazdanparast, Manuj & Swartz, 2014). Unfortunately, little efforts have been made to assure the same. Using logistics services to deliver fast-moving commodities, businesses attempt to boost their operational performance. By providing fast-moving commodities, this makes logistics management a crucial strategy that organizations must adopt to stay competitive. According to House and Stank (2014), a third-party logistics supplier may assist a company achieve significant operational performance gains. According to Muller (2001), a delivery process improvement coming from the logistics management process leads to competitive advantage.

The utilization of contemporary technology in service provision, as well as reductions in lead time and expenses, greater profitability, and satisfied customers are just a few of the ways in which effective logistics management boosts operational performance (Mulama, 2012). Three ideas guided this investigation: the resource-based view, the institution theory, and the Unified Theory of Logistics. The goal is to provide the FMCGM the best chance of survival possible.

1.1.1 Logistics Management Practices

Adebayo (2012) described logistics management practices as a collection of actions made by an organization to achieve efficient logistics management. It is the job of logistics management companies to develop and execute strategies that, if implemented, will result in a sustainable competitive advantage. Logistics is the management of the flow of goods and services from their source to their final destination in order to meet the demands of customers and producers (Vikapia, 2005). Logistics management is the process of determining what a

client requires and then devising a strategy to get those goods and services from their place of origin to their point of consumption in a timely and cost-effective manner.

Supply chain management (or logistics) is the process of regulating the movement of goods from the warehouse or dock to the retail floor (store warehouse). Within the confines of the company, objects are handled, ordered, arranged, and processed as part of the operational process (Samli, 2005). Retailer returns to the Distribution Center at the end of the season and returns from customers are included (DC). The two most important facets of operational logistics are inbound and outbound logistics. The term "inbound logistics" is used to describe the movement, storage, and distribution of goods that are sent to a company. Outbound logistics refers to the transport, storage, and distribution of commodities leaving an organization. Managers attempt to increase the dependability and effectiveness of distribution networks while decreasing transport and storage expenses (Qureshi, Dinesh & Pradeep, 2007). Understanding the distinctions and interrelationships between incoming and outbound logistics enables the development of an all-encompassing supply chain management strategy.

1.1.2 Operational Performance

Process outputs such as reliability, output, cycle time, and inventory turns are some examples of metrics that may be used to evaluate an organization's operational success. Other metrics that can be considered include cycle time and inventory turns (Voss, Ahlstrom & Blackmon 2013; Kennerly & Neely, 2003). It is connected to the capacity of the firm to create and distribute items to clients, in addition to the strategic aspects in which the company choose to compete (Narasimhan 2001). According to the findings of the study, the most important and often mentioned indicators of operational success are quality, timeliness, flexibility, and cost. According to Devaraj, Krajewski, and Wei, the four typical metrics along which operational performance is measured are product quality, as measured by average production time; flexibility, as assessed by a company's responsiveness to order changes; delivery, as measured by lead time; and cost, as assessed by employee productivity. Product quality is one of the four metrics along which operational performance is measured (2007). Hwang et al. (2014) constructed operational performance metrics for tracking and evaluating manufacturers by using the SCOR model. These metrics include order fulfillment cycle time, cost of items sold, price to make, error-free order fulfillment, and inventory on hand. These metrics were used to track and evaluate manufacturers. Some of the operational performance metrics that Von Haartmen provides include product quality, delivery lead time, volume

flexibility, delivery reliability, and manufacturing lead time (2012).

1.1.3 Fast Moving Consumer Goods Manufacturing firms

Fast-moving consumer goods (FMCG) are those that are acquired in large quantities by consumers at cheap costs. Although the individual profit margins on many FMCG items are on the low side, the overall profit from the sale of these items may add up to be fairly substantial because of the volume of units sold. The phrase "Fast Moving Consumer Commodities" is used to describe a variety of nondurable goods that are often bought by consumers, including but not limited to toiletries, soap, cosmetics, teeth cleaning products, shaving products, and detergents. "FMCG" is another acronym for "fast moving consumer goods" (short for "fast moving consumer goods"). The FMCGM supply chain operates as an interconnected web of processes and assets. Warehouses, distributors, wholesalers, and any other sorts of businesses that aid in the delivery of the final product to the client are also included.

In recent decades, the FMCGM of Kenya has been expanding at a quicker rate. Numerous organizations, both domestic and international, have entered the sector as a consequence of its expansion in order to capture market share (Wasamba, 2008). There are now a great number of Fast-moving manufacturing enterprises in Kenya. Interconsumer Limited, Kapa Oil, Bidco Oil Refineries, Nestle Foods Kenya, Kenya Seek Company, Finlay, Kenya Nut Company, Maisha Flour Mills, Melvin Marsh International, Premier Food Industries, Eveready East Africa, Proctor & Allan (E.A), HACO Industries (K) and Coca-Cola, PepsiCo are among the companies represented (Njambi & Katuse, 2013). The primary concerns in this industry are efficacy and efficiency. This efficiency and effectiveness is contingent upon cost effectiveness, quality, adaptability, and timeliness. Cost is correlated with product quality. High-priced, high-quality items will move more quickly on the market than low-priced, low-quality ones. Flexibility and time go hand-in-hand. An efficient logistics system that ensures prompt delivery helps to consumer happiness, which in turn fosters brand loyalty. In addition to delivery speed, the logistics system should provide many modes of product distribution (Wasonga 2016).

1.2 Research Problem

As a result of the challenges posed by e-commerce and the "last mile," logistics management has become an increasingly essential issue for professionals in the relevant industry (Kopczak 2001). Up to four percent of annual sales are lost by most retailers as a result of inefficient

execution of critical day-to-day processes in the store. This is primarily attributable to poor execution of promotions and new product introductions, as well as a lack of visibility of products and processes in the store and back room. Other factors include a lack of inventory control and visibility in the back room. According to Liebmann and Zentes (2016), an analysis of the flow of goods within a self-service retail outlet from the perspective of a supply chain would be "appealing" because the availability of products on the shelves is a crucial KPI for the purchasing transaction. Additionally, the inventory carrying and handling costs as well as the human resource costs are relatively high at this level of the supply chain.
Fast moving consumer goods manufacturers (FMCGM) make consumables with a short shelf life that are in great demand for everyday use. Consequently, they play a crucial part in the welfare of people worldwide and locally. In addition, FMCGM is the greatest employer in Kenya, and their failures often result in high unemployment and economic deterioration. Therefore, the success of these businesses is crucial for both customers and the economy as a whole. It is crucial for the FMCGM to create strategies that not only secure their existence but also their long-term viability.

Researchers from all around the world have examined the efficacy of various logistics management solutions. Successful logistical performance is positively correlated with organizational success in manufacturing, according to research by Green, Whitten, and Inman (2008). In-house and outsourced logistics were found to be equally well-managed, an unexpected conclusion reported by Solakivi, Toyli, Engblom, and Ojala (2011). This is an intriguing discovery since it indicates that the two sorts of organizations are equivalent. According to research by Olfa et al. (2012), in-store logistics operations and customer-perceived performance may contribute significantly to the level of customer happiness. Mulama (2012) claims that when businesses outsource some or all of their logistics services, they gain operational and organizational efficiency while also saving money. In addition, Olfa et al (2012) research confirms the clear benefits of contracting out some or all of a business' logistical operations to an outside firm.
Few studies, such as those by Wambui (2010), Bosire (2011), and Maingi, have been undertaken on the many logistical strategies that the FMCGM might employ to stay viable businesses and fulfil their responsibilities in the Kenyan economy (2015). This therefore limits such companies in terms of survivability tactics. Consequently, this trend has created a knowledge gap that needs to be filled. This study was intended to fill the gap by answering

the question: What are the effects of logistics management practices on operational performance of Fast-Moving Consumer Goods Manufacturing firms in Nairobi County?

1.3 Research Objectives

The purpose of this study was to gain a deeper understanding of the logistics management practices employed by fast-moving consumer goods manufacturers in Nairobi County, as well as the impact those practices have on the manufacturers' bottom lines. The purpose of this research is to gain a deeper comprehension of the logistics management strategies utilized by companies located in Nairobi County that manufacture quick-turning consumer goods. The second objective is to conduct research into the degree to which logistics management contributes to the increased output of FMCG manufacturing facilities in Nairobi County. Thirdly, we are interested in learning more about the challenges that manufacturing facilities in Nairobi County that produce fast-moving consumer goods face when attempting to put logistics management principles into practice.

1.4 Value of the Study

This paper contributes significantly to logistics theory, policy, and practice. Moreover, it contributes to the discipline of operations management by defining the link between logistics management techniques and operational performance, which will serve as the foundation for future research by recognizing the knowledge gap shown by this research.

The study will benefit academics by adding to the current literature as a valuable reference source in the subject of logistics management and by providing a foundation for future research to enhance and expand the present study. It is anticipated that supply chain practitioners would utilize the results to formulate and execute policies on the usage of logistics strategies in the delivery of fast-moving commodities.

The results of this research may aid retail store managers and in-store logistics operations personnel by illuminating how their particular shops can successfully manage their in-store logistics processes to provide consumer value in Kenya's increasingly dynamic and complicated retail market. This research will explain the significance of adopting logistics management principles and how they may be implemented into the supply chain to obtain a competitive edge.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter gives a comprehensive review of literature on the Logistics Management Practices. It therefore discusses theories and empirical literatures from both local and international settings on how logistics management influence performance of operations in fast goods manufacturing firms.

2.1 Theoretical Literature Review

This section discusses the theoretical foundations in which this study is based which include Resource based view theory, institution theory and unified theory of logistics. How these theories inform or underpin the current study are elaborated at the end of explanation of each theory.

2.1.1 Resource Based View Theory

The resource-based theory proposed by Barney in 1986 describes how a company utilizes its resources to gain a competitive advantage and maintain its competitive strategy via the effective use of those resources. The logistics management literatures seem to corroborate this theory (Lynch et al, 2000). Resources may be broken down further by Barney (1991) into the categories of "organizational capital," "physical capital," and "human capital." Capabilities are the traits that a company must have in order to maximize its resources. Capacities are complex bundles of human talents, assets, and accrued knowledge that, when exercised via organizational procedures, allow organizations to coordinate their actions and use their resources (Olavarrieta & Ellinger, 1997).

Low-cost leadership, differentiation, and concentration are described by Tibben-Lembke (2002) are the general strategic approaches implemented by diverse organizations competing for a market. Establishing a brand's reputation is one means of gaining a competitive advantage via distinctiveness. A company may concentrate on establishing logistics management methods to highlight its rivals' poor environmental performance. Thus, the business may carve out a market niche for its goods. It is only possible to develop and execute logistics management methods by establishing environmentally friendly policies and working with the required equipment and training. Implementing reverse logistics strategies to gain a competitive edge would increase market share pricing and, subsequently, profitability of the firms (Fortes 2009).

2.1.2 Institutional Theory

This theory analyzes the procedures through which institutions, frameworks, routines, organization culture are designed to guide the organizations. The actions of organizations satisfy both consumer and legal requirements. These two parties exert an impact on the adoption of ecologically responsible conduct (Laosirihongthong et al 2013). As a consequence of internal and external expectations, different organizations have institutionalized their logistics approaches. Carter, Smeltzer and Narasimhan (2000) similarly found that business organizations institutionalize reverse logistics methods because of apprehension of ceding market share to rivals and a recognition of the repercussions of noncompliance with environmental requirements. This is in addition to enhanced demand for ecologically friendly goods from consumers and environmental organisations. These constraints and demands compel businesses to carefully examine environmental consequences while conducting operations. The adoption of environmental management efforts by management may be influenced by either coercive, normative and mimetic as the three institutional mechanisms: (Di Maggio & Powell, 1983). To be viewed as more legitimate, corporations are compelled to adapt to normative demands, such as consumer needs. Depending on their strength, certain external stakeholders may also exert coercive pressures on businesses. By imposing rigorous environmental regulations, for instance, government organizations may influence the adoption of environmental practices by businesses.

2.1.3 Unified Theory of Logistics

According to the Unified Theory of Logistics, the objective of a company's competitive advantage is to provide customer value that consistently satisfies end customers. A study of company theories concludes that the job of logistics is to provide the business with the boundary-spanning, demand and supply management skills necessary to produce customer value and satisfy consumers. The contribution of logistics to the company's competitive advantage is substantial, both in terms of efficiency (cost leadership) and effectiveness (consumer service). Logistical potential for competitive advantage include interfaces for supply management (low-cost supply and delivery), demand management (consumer service and logistics quality), and information management (information sharing through information technology).

Logistics may diversify product or service offerings to meet specific client needs when

coordinated with marketing (Mentzer et al., 2001). When integrated with manufacturing, logistics may save costs and investments while upholding service standards. In addition, logistics skills enable the organization to collaborate with supply chain partners (suppliers, distributors, and other intermediaries) in coordinating supply and demand flows to offer customer value and, in exchange, in sharing advantages. Therefore, logistics is a vital component of supply chain management.

The relationship between a customer and the retail services offered is largely determined by a retailer's logistics, especially in-store logistics operations (Samli et al., 2005), resulting to a "cognitive appraisal of the service experience" (Sandstrom, et al., 2008). By simplifying the shopping process and enhancing consumer satisfaction with the service, stores may distinguish their products (Sandstrom et al., 2008). Through a seamless connection with the retail services sector, logistics may express direct value to the client in the form of expediency and time savings.

2.2 Logistics Management Practices

Techniques for logistics management consist of fundamental ideas and supporting procedures. Principal concepts include customer service, delivery and transportation, inventory management, and information flow. The related processes that support the core activities include, but are not limited to, warehousing and packaging (Ballou, 2014). Typically, a company outsources all or the bulk of its logistical tasks to organizations that are well known for logistics management; these firms are also known as third party logistics companies. A growing number of enterprises are outsourcing their logistical operations in response to the tightening competition in the developing global economy.

In their 2009 study on the outsourcing of integrated logistics operations, Rabinovich, Windle, Dresner, and Corsi examined inventory management techniques, facility location, and transportation and logistics IT systems. Order processing includes operations associated with completing a customer's order for goods or services and is the cornerstone of a logistics system's information flow (Christopher, 2010). It involves developing a flow of information that before, follows, and accompanies the pieces (Christopher, 2010). Several sorts of data are important for logistics operations, but order processing is the most important (Bowersox, et al., 2010). Its importance was not fully understood due to a lack of awareness of how distortion and operational faults in order processing impact logistical operations (Bowersox, et al., 2010).

In a logistics system, inventory management methods give visibility of upstream and downstream goods. Its purpose is to give the appropriate level of service to both external and internal clients, evaluate the existing and future demand for all sorts of inventories, minimize expenses, and plan for the future (Lysons & Farrington, 2012). All inventory rules inside a company must be beneficial by influencing operational expenses and working capital needs each quarter. According to Lysons and Farrington (2012), evaluating the effective performance of inventory is contingent on the degree to which the company has the proper number of inventory at the right time and location. Assessment for these inventories include service time, lead time, stock turnover rate, stock outs per period, and stock cover. The fundamental purpose of transportation is to move goods from point A to point B.

It is a crucial strategic connection between firms in a supply chain and must constantly be handled effectively to satisfy client deadlines and other shipping criteria at a fair cost (Wisner et al, 2011). Transportation facilitates the transportation of resources, goods, and people between production points, storage locations, distribution hubs, and customer destinations. The only part of outward and incoming logistics that gives time and location advantages is transport. A company may suffer a loss as a result of excessive delivery costs caused by an inefficient transportation system. As the company's primary source of competitive advantage, the transportation system must be capable of addressing the most crucial concerns of mode and route choice and size (Goldsby et. al., 2014). ICT and information flow provide a special benefit for mixing one activity with the rest and making real-time data generated in an activity broadly accessible both inside the organization and to external suppliers, distributors, and consumers. Information flow must improve the company's logistical operations by planning, regulating and monitoring its operations and this can be done through implementation of proper logistics IT infrastructure. According to Nowakowska and Grunt (2007), the proper operation of a logistics IT needs the use of hardware and the transfer of technology, and the information system should be tailored to serve the logistics system effectively and also to improve the communication of the channel (Wisner et al. 2007).

Warehouse management components include space allocation, inventory layout, alignment, and stock assignment (Ballou, 2003). The delivery of the proper number and kind of commodities in logistics depends on the accuracy of storage, picking, and shipping. Storage ensures that items are delivered to the correct client at the correct location, on schedule, at the

lowest possible cost, and in perfect shape. Effective customer service, according to Pienaar and Voght (2006), is dependent on the company's warehouse operations. Warehouse has three operational tasks for the company: collecting and delivering client orders, an information transfer function that assures the effective use of warehouse technology, and a storage function that temporarily or permanently stores things. In logistics, packaging operations are responsible for the design, management, storage, and security of the package against loss and damage. Products are packed for branding and promotional objectives, while protection against loss and spolage is necessary to ensure they reach their destination in the desired condition (Ballou, 2003). Packaging should always be a well-coordinated system that adheres to sound logistical principles, ensuring that items are prepared for safe and efficient handling, delivery, distributing, storing, retailing, and recovering, reusing, or discarding depending on consumer expectations.

2.3 Empirical Literature Review

To enhance the Agriculture and Food Authority of Kenya's performance, Fridah (2021) looked at various ways of logistics management (AFA) (AFA). The Sustainable Development Goal to reduce hunger globally acted as a motivator for this investigation. Findings demonstrated that inventory management, transportation planning, and warehouse management all contributed favorably and considerably to AFA's operational performance through logistics management. The research concludes that the AFA is well-positioned to achieve food security in Kenya and, eventually, to abolish hunger in the nation.

The goal of the study undertaken by Jepherson, Ngugi, and Moronge (2021) was to assess the influence of logistics management systems on the operation of the supply chain for Kenyan makers of fast-moving consumer products. Based on the results, the supply chain performance of FMCGM in Kenya benefits considerably from the adoption of warehouse control systems, inventory control systems, and transportation management systems. Gitonga (2017) looked at the logistics management methods and effectiveness of Kenya's FMCG manufacturers. According to the results, strengthening logistics procedures is likely to have a favorable influence on both effectiveness and efficiency.

The influence of transport management systems on the efficiency of Kenya's textile sector was evaluated by Musau, Namusonge, Makokha, and Ngeno (2017). (2017). This study indicated that the productivity of Kenyan textile and industrial enterprises improved greatly from the implementation of transport management systems. Logistics control and

management systems were researched by Mukolwe and Wanyoike (2015) to assess their influence on the productivity of Mumias Sugar Company Limited in Kenya. This study proved that better information management benefits both the internal and outer functioning of a corporation. Warehouse automation enhances accuracy, efficiency, and waste reduction. However, a good transport management system and physical delivery and distribution techniques may speed up and lower the price of moving products and raw materials, thereby enhancing operational efficiency. In this research, we suggest a strategic technique for logistics management that takes use of sophisticated technologies and educated people.

To evaluate how supply chain management influences the efficiency of Mauritius's four-star hotels, Lomeendra, Ashley, and Deveshika (2015) performed a study. Findings from this study reveal that supply chain management and control have a considerable favorable influence on competitive advantage. In addition, FMCG distribution efficiency is substantially influenced by inventory management, order processing, information flow, and transportation. It was recommended that data-sharing systems be put to use to better disseminate FMCG. The purpose of Amanuel's (2022) research was to analyze the impact of logistics procedures on the efficiency of the Kombolcha textile Share Company in Ethiopia. This study's findings reveal that firms consistently make use of logistical elements such as customer service, inventory control, supply chain management, transportation management, and warehouse control. The aspects of logistics practice considered to have a beneficial influence on organizational performance in this study's data set. Natasha, Shasho, and Vladimir (2017) examined the influence of logistics management strategies on the performance of organizations in Macedonia. Inventory, storage, transportation, and information management have a substantial impact on logistics costs in Macedonia, according to the report. In order to enhance company performance, customer happiness, competitive advantage, and efficiency, companies must manage their expenses. There was a strong correlation between logistics and transportation methods and operational effectiveness. Logistics and transportation were hampered by financial restrictions and the caliber of the workforce.

Table 2.1 Summary of Empirical Literature and Research Gaps

Author(s)	Objectives/ Purpose	Methodology Used	Key Findings	Research Gaps	Focus of this Study
Fridah, (2021).	Assessing the Feasibility of Achieving Zero Hunger in Kenya via Improved Logistical Management in Order to Enhance the Operational Proficiency of the Agriculture and Food Authority.	In the course of the research, a group of three hundred and eighty people were chosen at random as participants, and they came from fifteen different silos that were managed by the AFA For the purpose of data collection, structured questionnaires are produced and utilized. The data that was obtained is being analyzed using a method known as the conventional multiple regression technique.	The analysis results confirm that the three constituents of logistics management namely, inventory management, transport management, and warehouse management, positively, and significantly impact operational efficiency of the AFA.	There is a contextual gap given that the reviewed study was based on an authority institution and not a manufacturing institution.	The current study will be based on the manufacturers of fast-moving goods.
Gitonga, (2017).	The research team in Nairobi aimed to analyze the logistics management techniques and business output of FMCG firms in the area.	Following a stratified sample method, this study randomly selected 85 participants from a pool of 766. Data was collected	Based on the regression analysis the study established positive beta coefficients with all study variables, order process management	The study did not report on diagnostic tests prior to regression modelling The findings and conclusions were based only primary data	Will use both primary and secondary data, which will be first tested through diagnostic tests prior to regression modelling

Author(s)	Objectives/ Purpose	Methodology Used	Key Findings	Research Gaps	Focus of this Study
		mostly by a self-administered questionnaire, and was analyzed using both descriptive statistics and the multiple regression technique.	inventory management practices transportation practices information flow practices warehousing practices, and packaging practices.		
Musau, Namusonge, Makokha and Ngeno (2017)	This study's objective is to determine the extent to which the methods of transportation management used in Kenya have an impact on the productiveness of enterprises.	A convergent mixed-methods strategy was chosen for the research project. It was requested that each of the 89 managers of transport and logistic operations at manufacturing and textile businesses in Nairobi County, Kenya, fill out a questionnaire. A regression method was used in the process of analyzing the data obtained from the investigation.	Transport management practices has positive and significant effect on performance of manufacturing and textile companies in Kenya.	Looked at only transport management practices and left other variables that might as well influence the performance of the organization	The current study other than transport management practices will also looked at Order Process management Inventory management practices Transportation practices Information flow Practices Warehousing practices Packaging practices
Mukolwe, and Wanyoike (2015) sought.	The purpose of this study is to assess how well Mumias	Mumias Sugar personnel from all different	The study revealed that effective management	The reviewed study focused on only one manufacturing	The current study will look at variety of manufactures

Author(s)	Objectives/ Purpose	Methodology Used	Key Findings	Research Gaps	Focus of this Study
	Sugar Company Limited, Kenya utilizes its current approach to logistics management.	divisions took part in the study. The study's sample size of 92 people was determined by a stratified selection process. The interview samples were selected using a mixture of systematic and haphazard methods. To analyze the data, we used descriptive statistics like mean and standard deviation as well as inferential methods like correlation and regression.	of information flow improves the company's internal and external processes. Automation of warehousing activities greatly enhances accuracy, speed of operations and reduces wastage. Physical distribution systems and transportation management, on the other hand, enable a more quick and cost-effective movement of commodities.	firm of consumer goods. The study used a smaller sample size hence may not be comprehensive and conclusive on its findings	of fast-moving consumer goods to draw its findings.
Lomeendra, Ashley and Deveshika (2015)	In order to obtain a competitive advantage and boost their bottom line, four-star hotels in Mauritius may benefit from improved supply chain management. Our mission was to find out how these hotels might realize these	For the purpose of the study, descriptive research was used, and questionnaires were sent to 217 managers working in four-star hotels.	The findings of the regression analysis revealed that efficient management of a company's supply chain greatly increased the competitive advantage enjoyed by the organization in comparison	In the studies that was looked at, efficiency in transportation was the only topic covered.	The current study will look at the general operational performance in general and data will be gathered from the FMCG manufacturers in Kenya.

Author(s)	Objectives/ Purpose	Methodology Used	Key Findings	Research Gaps	Focus of this Study
	benefits.		to that of its competitors. Inventory management, order processing management, information flow, and transport management were demonstrated to have a substantial influence on the distribution performance of fast-moving consumer goods (FMCG).		
Amanuel, (2022)	The objective of this research is to assess the logistics procedures used by Kombolcha textile Share Organization in Ethiopia and to determine the extent to which these procedures have an effect on the overall performance of the company..	This research used both a cross-sectional and a correlational approach in terms of methodology In order to gather the main data, a survey was administered to a total of 128 members of the workforce. The strength of each hypothesis was evaluated using inferential statistics after	The outcome showed a favorable correlation between organizational success and the logistical aspects of customer service, inventory management, supply management, transportation management, and warehouse management.	The research focuses on textile sector rather than the rapidly moving consumer products The research also contains contextual gaps since is centered on Ethiopia and not Kenya	Information from Kenya's fast-moving consumer goods (FMCG) firms will be used in this investigation of operational performance generally.

Author(s)	Objectives/ Purpose	Methodology Used	Key Findings	Research Gaps	Focus of this Study
		each variable's descriptive statistics had been used to characterize the variable.			
Natasha, Shasho and Vladimir (2017)	Studying how Macedonian businesses benefit from logistics management practices..	Information was collected via surveys given to workers at cement companies in Macedonia, and then analyzed using multiple regression techniques.	Results of the study indicates that inventory, warehousing, transport, and information management has positive significant effect on logistics costs in Macedonia.	The study drew the data from Macedonia whose state of economic and political development differs from Kenya The study focused on cement industry and not the fast-moving consumer goods	The current study will look at the general operational performance in general and data will be gathered from the FMCG manufacturers in Kenya.

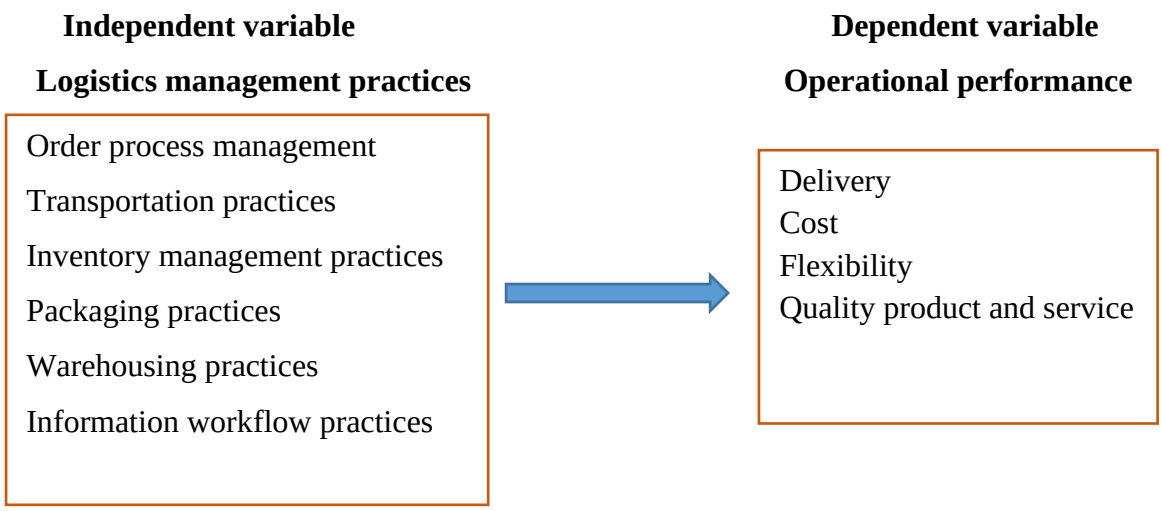
2.4 Summary of Literature Review and Research Gap

The Literature review acquaints the reader with logistics management approaches as a strategic instrument. Different scholars have proposed various strategies for logistics management methods as a way of outperforming their competitors. These studies examined a broad perspective of strategy and particular logistics management techniques that organizations might use to outperform their competitors, but they did not examine logistics management practices as an integrated system that must be managed to achieve better performance. The majority of studies did not additionally examine the logistics management methods and operational effectiveness of Fast-Moving Consumer Goods Manufacturers in Nairobi County.

2.5 Conceptual Framework

In order to determine how logistics management techniques and operational performance of FMCGMs in Nairobi County are related, it is important to first construct a conceptual framework to serve as an abstract representation of the aims of the study. Using the diagram below as a guide, we can say that the operational performance of FMCGs is the dependent variable and logistics management methods are the independent variables. The logistics

management techniques of FMCG companies in Nairobi County have a significant bearing on their operational success.



CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

The purpose of this section is to describe the procedures used to conduct the research. Included are the research's methodology, its intended participants, its sampling strategy, its sample, its equipment, its methods of data collecting, and its methods of data analysis.

3.1 Research Design

This study used a descriptive research strategy to collect information and provide context for the status of the investigated phenomenon. This research method prescribes how things should be done and allows for the description of phenomena in terms of beliefs, values, and personality characteristics (Mugenda & Mugenda, 2003). Using a descriptive research approach, researchers may gather massive amounts of data at little expense and conduct in-depth analyses of the variables affecting the population of interest.

3.2 Population of the study

The participants in this research were all members of the Kenya Association of Manufacturers (KAM) headquartered in the capital city of Nairobi. Some 2,550 Rapidly Expanding Manufacturing Businesses may be found in Nairobi County, according to the Kenya Manufacturers and Exporters 2020 Directory.

3.3 Sample Design

The researchers used a proportional stratified sampling method because it allows for accurate extrapolation to a larger population and fair representation of all employees in the sample (Mugenda & Mugenda 2003). The strata or sub-groups should be different, and the data should not overlap. Currently, there are 2550 FCGM firms in Nairobi County (Kenya Manufacturers and Exporters 2020 Directory Report). Table 3.1 provides a summary of study population presented in different strata.

Table 3.1 Study Population presented in Different Strata

Type of FCGM firms	Population
Food and Cereals	433
Beauty and Cosmetics	481
Beverage and Tobacco	431
Medical supplies	398
Toiletries	426
Adhesives and Glue	381
Total	**2550**

Kenya Manufacturers and Exporters 2020 Directory Report

A sample size of 255 was determined by randomly selecting individuals from a population of 250. Due to the fact that, as stated by Mugenda and Mugenda (2003), a sample size of 10-30% of the population is sufficient when the population is known. After that, we'll divide up the total number of samples into the categories laid out in Table 3.2.

Table 3.2: Stratified Distribution of the Sample Size

Type of FCGM firms	Population	Sample Size
Food and Cereals	433	43
Beauty and Cosmetics	481	48
Beverage and Tobacco	431	43
Medical supplies	398	40
Toiletries	426	43
Adhesives and Glue	381	38
Total	**2550**	**255**

Stratified sampling and distribution is justified by the different sectors of FMCG firms that were selected for the study and hence to guarantee representativeness of the FMCG of different sectors, stratified sampling technique was deemed fit for the study.

3.4 Data Collection

Self-administered questionnaires were used to gather primary data. The researcher dropped off the questionnaires at the respondents' individual manufacturing enterprises and allowed them time to fill them out before collecting them for analysis. The questionnaire had both open-ended and closed-ended questions to facilitate administration. To improve data quality, respondents were asked to identify the degree to which statements describing variables relate to their businesses using Likert scale questions with five points. The structured questions were utilized to make analysis simpler. The questionnaire was delivered in person to prevent responders from different state entities from engaging in conversations that may have endangered the research. It had four sections: biographical information, Logistics Management Practices in the Firm, the impact of logistics management practices on operational performance, and the Challenges of Logistics Management Practices in the Firm.

3.5 Data Analysis

For objective one and three, descriptive statistics were used so that the researcher could properly explain the distribution of scores or measures using a small number of indices (Mugenda & Mugenda, 2003). The data was presented as frequency tables and graphs to

facilitate comprehension and interpretation of the findings. The relationship between logistics practices (order process management, inventory management practices, transportation practices, information flow practices, warehousing practices, and packaging practices) and operational performance was determined using multiple regression analysis for the second objective. The regression equation used was as follows:

$Y= \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \beta 5X5 + \beta 6X6 + €$

Whereby

Y = Operational Performance

X1 = Order Process management

X2 = Inventory management practices

X3= Transportation practices

X4= Information flow Practices

X5= Warehousing practices

X6= Packaging practices

β0 β1 β2 β3 β4 β5 and β6 were the regression equation coefficients for each of the variables discussed.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter analyses the primary data acquired via questionnaires. To prepare for coding, the obtained data was edited and cleansed for completeness and consistency. Once the data had been coded, they were entered into the SPSS version 23 for analysis. Descriptive statistics, such as means and standard deviations, were used to assess the data, while inferential statistics, in the form of regression analysis, were used to establish the connection between the variables and to determine how they connected to the study's aims. The results of the regression analysis were also validated by means of ANOVA...

A total of 255 individuals were given questionnaires. The questionnaires contained questions about the study's goals. The study's objectives were to ascertain the logistics management practices used by fast moving manufacturing companies in Kenya, to ascertain their impact on these firms in Kenya, and to ascertain the logistics management challenges faced by these firms in Kenya. Out of the 255 administered questionnaires, the study received 234 dully completed questionnaires, which signifies a response rate of 91.8 percent. This response was sufficient to enable the researcher to proceed with the analysis.

4.2 Background Information

This section discusses the respondents' overall demographics and the FCMG firms for which they work. Firm ownership, number of years of operation in and outside of Kenya, and employment roles held by respondents in their various enterprises are discussed. Table 4.1 shows the background information of the FCMG firms.

Table 4.1 Background Information

Ownership	Frequency	Percent
Local	164	70.1
Foreign	47	20.1
Both local and foreign owned	23	9.8
Total	**234**	**100.0**
Years of Operation		
5-10 years	71	30.3
11-20 years	140	59.9
Over 20 years	23	9.8
Total	**234**	**100.0**
Operations Outside Kenya		
Yes	144	61.5
No	90	38.5
Total	**234**	**100.0**
Job Position		
Operations Manager	126	53.8
Logistics Manager	79	33.8
Business Development Manager	29	12.4
Total	**234**	**100**

Source: Research Data.

According to the findings of the research, majority of the firms, as demonstrated by 70.1 percent of the firms participating, were locally owned, while 20.1 percent of the firms engaged were foreign owned, and only 9.8 percent of the firms were both locally and globally owned, respectively. This means that most businesses engaged in the production of fast-moving consumer items were locally owned. On years of operations, the study found that 59.9 percent of Kenya's fast-moving manufacturing enterprises had been in operation for 11 to 20 years, with 30.3 percent having been in operation for 5 to 10 years.

On whether the firms operated outside the country, most of fast-moving manufacturing enterprises (61.5 percent) were based outside of Kenya, while 38.5 percent were based entirely within the country. This demonstrates that majority of fast-moving manufacturing organizations have embraced globalization and, as a result, have invested heavily in logistics methods that have an impact on their operational performance. Based on job positions held by the respondents, 53.8 percent of respondents were Operations Managers, followed by 33.8 percent who were Logistics Managers, and 12.4 percent who were Business Development Managers. This suggests that the respondents, by virtue of their job titles, were able to

comprehend the logistics management difficulties that the researcher was seeking to understand and investigate.

4.3 Operational performance

In this section, the study sought to assess the operational performance of the fast-moving manufacturing companies. Different parameters were used to measure the operational performance of the firm. The means recorded were interpreted as follows: 1= Strongly Disagree; 2= Disagree; 3= Neutral/Undecided; 4 = Agree; 5=Strongly Agree. Table 4.2 shows the operational performance of the FCMG firms.

Table 4.2 Operational performance

Statement	N	Mean (M)	Std. Deviation (SD)
Cost in savings in production and delivery of goods	234	4.20	0.70
There is prompt delivery of products and services to customers hence thus meeting the customer expectations	234	4.25	0.67
Quality and value of organizations' products and services are competitive	234	4.21	0.71
Flexibility in production and sales and distribution of goods and services to end user is high	234	4.24	0.67

It is evidenced from the study results that as a consequence of effective application of logistic techniques, cost savings in production and distribution are promoted in the majority of FCMGM enterprises, (M=4.20; SD 0.70). The study also revealed that majority of enterprises in fast-moving consumer goods produce their items on time, hence achieving client needs (M=4.25; SD = 0.67). Moreover, based on the quality of their goods (M=4.21; SD=0.71), these companies were determined to have competitive offerings. In addition, there was a great deal of adaptability in manufacturing, sales, and delivery of items to the end customer (M= 4.24; SD = 0.58). This conclusion is consistent with the findings of Keebler and Durtsche (2001) that a company may achieve better performance with its logistics practices by aligning its major logistics practices with its business strategy and measuring its performance against specified performance targets. According to the results of this investigation, this is true.

4.4 Logistics Management Practices

The primary purpose of this research was to examine the logistics management practices and operational effectiveness of Fast-Moving Consumer Goods Manufacturers in Nairobi County. The study analyzed the order process, inventory management, transportation, information flow, warehousing, and packaging procedures. The data from the studies are shown in the tables below

.4.4.1 Order Process management

This research aimed to examine how rapidly changing consumer goods companies handle orders. We asked respondents to rate their degree of agreement with the following assertions. The FCMG companies' order process management techniques are shown in Table 4.3

.Table 4.3 Order Process management Practices

Order Process management Practices	N	Mean(M)	Std. Deviation (SD)
To process orders, the company uses EOP.	234	4.11	0.71
The orders are completed in a reasonable timeframe.	234	4.06	0.77
The company uses an order and inventory management database.	234	4.22	0.61
When a customer's supply is low, the company may get more from its suppliers.	234	3.85	0.84
The company employs its network of locations around the country to handle customer orders locally.	234	4.19	0.68
In addition to being able to monitor the status of their orders, clients may use the company's sophisticated tracking system.	234	3.89	0.82

The survey found that manufacturers of fast-moving consumer goods employ computerized order processing, as indicated by a weighted mean of 4.11 and a standard deviation of 0.71. The survey also indicates that respondents overwhelmingly accepted the assertion that Orders are processed in a timely way, with a weighted mean of Mean = 4.06; SD = 0.77, indicating that the enterprises manufacturing fast-moving consumer goods processed their orders in a timely manner. A weighted Mean of 4.22; SD=0.61 suggests that these companies used databases to monitor their orders and inventory.

As indicated by a weighted mean of (M=3.85; SD=0.84), firms in the fast-moving consumer goods industry have vendors who can deliver parts or stock to customers when inventory runs low. This indicates that, on average, firms producing fast-moving consumer goods have vendors who can deliver parts or stock to customers when inventory runs low. It was also discovered that these companies use nationwide branches to guarantee that orders are handled at the branch level (M=4.19; SD=0.68). A weighted Mean of 3.89; SD=0.82 indicates that the

FMCGM have, on average, a system that allows consumers to monitor their orders. This indicates that order process management is used extensively by these companies. Consistent with the results of the research, Bowersox et al. (2010) noted that the significance of precise information in obtaining improved logistical performance has been previously undervalued. Although several elements of information were crucial to logistics operations, order processing was the most essential.

Due to a lack of comprehension of how distortion and operational errors in order processing effect logistical operations, its significance was not completely grasped (Bowersox, et al., 2010). Similar study was conducted by Lomeendra, Ashley, and Deveshika (2015) on Mauritius's four-star hotels in order to evaluate how supply chain management impacted the competitive advantage and operational performance of these hotels. The researchers came to the conclusion that the efficiency with which FMCG was delivered was largely dependent on four factors: the management of inventory, the management of order processing, the flow of information, and the management of transport.

4.4.2 Inventory Management Practices

The study sought to assess how Inventory Management is practiced by fast moving consumer products firms. Respondents were therefore probed on their level of agreement with the following statements related to Inventory Management practices, of which: 1= Strongly Disagree; 2= Disagree; 3= Neutral/Undecided; 4 = Agree; 5=Strongly Agree. Table 4.4 shows the Inventory Management Practices of the FMCG firms.

Table 4.4 Inventory Management Practices

Inventory Management Practices	N	Mean (M)	Std. Deviation (SD)
The company makes use of an Enterprise Resource Planning system (Barcode) in order to keep tabs on its stockpiles.	234	4.13	0.72
The appropriate inventory level for its external clients is made available to them in accordance with the company's inventory management policies.	234	4.02	0.76
The company is able to avoid an inventory bottleneck in production due to the stock management methods that are already in place	234	4.17	0.74
As a consequence of the many inventory management strategies that are now accessible, costs may be kept to a minimum.	234	4.00	0.77
The company manages its inventory using the proper inventory management system, such as Kaizan, JIT, ABC analysis, and other similar methods.	234	4.21	0.68

The respondents verified (M= 4.13; SD=0.72) that their companies utilize an Enterprise Resource Planning (Barcode) system to monitor inventories (M= 4.13; SD=0.72). The survey also indicated that (M=4.02; SD=0.76), indicating that these enterprises manufacturing fast-moving items supply the needed inventory level to external customers using their inventory management procedures. In addition, inventory management strategies were considered to be advantageous since they allow businesses to avoid inventory bottlenecks in production (M=4.17; SD=0.74). In addition, good inventory management methods reduce operating costs to a minimum and always maintain the lowest level of operation costs (M=4.00; SD=0.77).

Institutional theory, which is concerned with the processes by which structures, routines, rules, and norms become established as the guidelines for acceptable behavior, explains that for firms to achieve good inventory management practices, they must have the proper structures, rules, and routines guiding their operations. In addition, organizations that use their resources optimally in line with the resource-based perspective paradigm would effectively implement inventory management procedures. The aforementioned results accord with those of Lysons and Farrington (2012), who discovered that the primary objective of

inventory management is to minimize costs. As demonstrated by a weighted mean of 4.21 and a standard deviation of 0.57, firms manufacturing fast-moving products employ the appropriate inventory management approach (JIT, Kaizan, or ABC analysis) to manage their inventory.

4.4.3 Transportation Practices

The study sought to assess how transportation management is practiced by fast moving consumer products firms. Respondents were therefore probed on their level of agreement with the following statements related to transportation practices. Table 4.5 shows the results of the transportation practices of the FMCG firms

Table 4.5 Transportation Practices

Transportation Practices	N	Mean (M)	Std. Deviation (SD)
The management of transportation practices facilitates prompt delivery of goods and services to clients	234	4.16	0.63
As a result of proper transportation management procedures, goods and services are availed to the customer preferred location	234	4.20	0.79
Delivery of products and services are done using the correct approach of transportation	234	4.16	0.79
There is minimal cost of transportation when delivering goods or services to customers	234	4.26	0.88
The organization applies electronic system to monitor all product that are transported to customer	234	3.98	0.94

Source: Research Data

According to the study's results, with a mean score of (M=4.16; SD=0.63), firms manufacturing fast-moving goods verified that their transportation management techniques allow on-time delivery of products and services to clients. In addition, respondents felt that the majority of these companies provide transportation management goods in customer-preferred locations (M=4.20; SD=0.78). The survey also revealed that these enterprises distribute their goods using the appropriate method of transportation, as determined by the

respondents (M=4.16; SD=0.79), and that they do so at the lowest possible cost (M=4.26; SD=0.88). Some of these companies utilize computerized systems to trace all products that are carried to customers, according to the report (M=3.98; SD=0.94).

According to institutional theory, for enterprises to attain effective transportation practices, they need to have the necessary structures, regulations, and routines directing their operations. This is because institutional theory is concerned with the processes through which institutions, procedures, rules, and norms get established as the parameters for acceptable conduct. In line with the paradigm of the resource-based approach, firms will adopt efficient ways of transportation management when they make optimal use of the resources at their disposal. According to Wisner et al (2011), transportation is a key component of the supply chain, and it must be efficiently handled in order to satisfy customer deadlines. The transportation procedures of fast-moving industrial enterprises often accord with these assumptions, and this is crucial. Mukolwe and Wanyoike (2015) found, in their analysis of the impact of logistics management practices on the operational efficiency of Mumias Sugar Company Limited, Kenya, that transport management and physical distribution practices allow for a more rapid and cost-effective flow of goods and raw materials, which in turn enhances operational efficiency. This was one of their conclusions in their examination of the influence of logistics management strategies on the operational efficiency of Mumias Sugar Company Limited, Kenya.

4.4.4 Information Flow Practices

The study sought to assess how information flow management is practiced by fast moving consumer products firms. Respondents were therefore probed on their level of agreement with the following statements related to information flow practices. Table 4.6 shows the information flow practices of the FMCG firms

Table 4.6 Information Flow Practices

Information Flow Practices	N	Mean (M)	Std. Deviation (SD)
The knowledge transfer via ICT technique is utilized to organize logistical operations	234	4.12	0.78
Information and communication technology is used to track the flow of data in the logistics management process.	234	4.35	0.72
ICT-enabled flow of information inside an organization is utilized to regulate logistical operations.	234	4.17	0.76
Coordination is achieved by using the information flow enabled by ICT.	234	4.03	0.81
The company's communication and information flow are supported by ICT.	234	4.01	0.84

The survey revealed that respondents agreed that the majority of FMCG companies utilize ICT to organize their logistics procedures (M=4.12; SD=0.78). Also, with a mean of 4.35 and a standard deviation of 0.72, they verified that FMCGM uses ICT to monitor the logistics management process. With a mean of 4.17 and a standard deviation of 0.76, the survey indicated that enterprises manufacturing fast-moving consumer products utilize ICT to regulate their logistical processes. In addition, respondents agreed that the majority of FMCGM utilize ICT to coordinate their logistical procedures and practices (M = 4.03; SD = 0.81).

The survey also determined, routines that guide their operations, as institutional theory explains. Institutional theory is concerned with a Mean of 4.01 and a Standard Deviation of 0.84, that enterprises manufacturing fast-moving consumer products use ICT to communicate and successfully execute logistic processes. To achieve good information flow practices, firms must have proper structures, rules, and with the processes by which structures, routines, rules, and norms become established as the standards for acceptable behaviour. In addition, a company's information management would be appropriate if its resources were used efficiently in line with the resource-based perspective idea. This supports the results of Azevedo et al. (2007), who also highlighted that for information flow to be successful and efficient, it must improve the firm's logistical operations by planning, regulating, coordinating, and monitoring logistics.

4.4.5 Warehousing Practices

The study sought to assess how warehousing management is practiced by fast moving consumer products firms. Respondents were therefore probed on their level of agreement with the following statements related to warehousing practices. Table 4.7 shows the Warehousing Practices of the FMCG firms.

Table 4.7 Warehousing Practices

Warehousing Practices	N	Mean (M)	Std. Deviation (SD)
Supplies are sent to the buyer in enough quantities.	234	4.09	0.81
The company ensures that each item is correctly labeled and loaded into each truck.	234	4.21	0.69
The consumer receives their order in pristine condition from the warehouse.	234	4.15	0.72
The company storage facility is situated conveniently adjacent to the client.	234	4.02	0.83
The company uses the property as a warehouse for storing its inventory.	234	4.26	0.67

Source: Research Data

The study showed that, generally, with a weighted mean of (M=4.09; SD=0.81) the respondents agreed that most of the firms producing fast moving consumer products deliver their products in the right quantity to the customer. The firms were also found to be labelling and loading the right product to the right vehicle, as supported by majority of the respondents (M=4.21; SD=0.69). The study also showed that products from these firms leave the warehouse clean and damage free for customer, (M=4.15; SD=0.72), indicating that proper warehousing practices ensure clean and damage free products for the customers. On proximity to the customers, these firms producing FMCGM have their warehouses close to the customers (M=4.02; SD=0.83). The study also showed that, the FMCGM firms stores their products using their own facilities to be responsible to be responsible for any damage and to sustain quality of their products (M=4.26; SD=0.67).

But as institutional theory explains, in order for businesses to achieve excellent warehousing practices, they must first build appropriate structures, regulations, and routines that govern their operations. The results corroborate those of Richard (2011), who argued that warehouses provide cost-effective operations by facilitating the timely, accurate, and

complete shipment of the correct goods to the correct client at the correct price. In addition, Jepherson, Ngugi, and Moronge, (2021) investigated the connection between logistics management systems and the efficiency of the supply chains of Kenyan producers of fast-moving consumer goods and discovered that warehouse management systems have a positive and significant impact on FMCG supply chain performance, while inventory management systems have a similar effect

4.4.6 Packaging Practices

The study sought to assess how packaging management is practiced by fast moving consumer products firms. Respondents were therefore probed on their level of agreement with the following statements related to packaging practices. Table 4.8 shows the Packaging Practices of the FMCG firms.

Table 4.8 Packaging Practices

Packaging Practices	N	Mean	Std. Deviation
Packaging for the company's goods is designed to prevent damage during shipping.	234	4.06	0.82
The company's goods are built to withstand potential disasters.	234	4.13	0.77
The product stands out from the crowd and can't be confused with anything else on the market.	234	4.12	0.78
No harm will come to the goods while transport from one area to another.	234	4.16	0.72
All of the company's product details are clearly labeled as per price and function.	234	4.14	0.73

Source: Research Data.

The study found that with an overall, weighted mean of 4.06 and SD=0.82, it implies that the respondents agreed that the FCMGM firms pack their products in such a way that they protect them from damage. The study also found that with a weighted mean of (M=4.13; SD=0.77), it confirms that the firms in fast moving consumer products design their goods or products in such a way that it protects it from losses. It was also found that the FCMG firms also had a unique product that differentiate them from their competitors (M= 4.12; SD=0.78) and that they also had a good logistic practice that help them ferry their good to different

locations without damages (M=4.16; SD=0.72).

Finally, majority of the respondents agreed (M=4.14; SD=0.53), that the firms manufacturing fast consumer product have their product information is easily identified according to their value and purpose. From the above findings, it can be deduced that packaging practices as a component of logistic management practices is optimally practiced by FMCGM firms for good operational performance. However, to attain good packaging practices, firms must have proper structures, rules and routines that guides their operations, as explained by institutional theory which is concerned with the processes by which structures, routines, rules and norms become established as the guidelines for acceptable behavior. Besides, proper packaging management practices would adequately be achieved when the firms utilise optimally its resources in accordance with resource-based view theory. The study's findings are in line with those of Ballou (2003), who argues that manufacturers create packaging for a variety of marketing reasons, including to promote the product's brand and ensure that it reaches its intended consumer unharmed.

4.5 Logistics Management Practices and Operational Performance

The research intended to determine the link with both logistics management strategies and operational performance. The scholar then did a regression analysis to explain this link using SPSS version 21. The findings collected are given and addressed below. Table 4.9 presents the model summary of the regression analysis

Table 4.9 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774	0.599	0.575	.2342

Source: Research Data.

The purpose of this research was to analyze the effect logistics management strategies have on the productivity of Kenyan fast-moving consumer goods companies. The value of R square for logistics management practices across FMCG companies in Kenya is.599, as shown in Table 4.9. This indicates that the logistics management practices account for 59.9% of the variance in operational performance. In addition, this means that other factors besides logistics management practices (packaging practices, information flow practices, warehousing practices, inventory management practices, order process management, transportation practices) affect the operational performance of the FMCG firms in Kenya, which account for 40.1%. In Table 4.10, we can see the results of the analysis of variance.

Table 4.10 Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	44.31	6	7.385	13.5	0.001[b]
1	Residual	124.62	227	.548		
	Total	**168.93**	**233**			

Dependent Variable: Operational performance

Predictors: (Constant), Packaging Practices, Information Flow Practices, Warehousing Practices, Inventory Management Practices, Order Process management, Transportation Practices

Source: Research Data.

From the ANOVA statistics, it can be confirmed that the regression model is significant ($p<.05$). This indicates that the data was suitable for drawing conclusions about population parameters. The computed value of the dependent variable exceeded the critical threshold ($13.5>3.86$), indicating that the identified logistics management strategies had a statistically significant effect on the operational performance of Kenya's fast-moving manufacturing enterprises. Table 4.11 shows the significance of regression coefficients of the FMCGM firms.

Table 4.12 Significance of Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.486	.483		3.077	1.486
Order Process management	0.469	0.118	0.323	3.975	0.001
Inventory Management Practices	0.466	0.114	0.328	4.088	0.011
Transportation Practices	0.434	0.116	0.321	3.741	0.021
Information Flow Practices	0.464	0.114	0.326	4.070	0.002
Warehousing Practices	0.458	0.117	0.324	3.915	0.001
Packaging Practices	0.451	0.120	0.324	3.758	0.002

a. Dependent Variable: Operational performance

Source: Research Data.

The analysis indicated that all variables have a positive impact on operational performance and are statistically significant at a confidence level of 95%. In addition, the predictors in this study had high values above the critical value of 3.182, showing a positive and statistically significant relationship with operational success. Order process management ($t = 3.975$, $p = 0.000$), inventory management practices ($t = 4.088$, $p = 0.001$), transportation practices ($t = 3.741$, $p = 0.021$), information flow practices ($t = 4.070$, $p = 0.002$), warehousing practices (t

= 4.402, p = 0.000), and packaging practices (t = 3.915, p = 0.001) all produced statistically significant values.

If all recognized logistics management approaches were rated zero, the operational effectiveness of Kenya's fast-moving industrial firms would decrease by 1.486. In this analysis, the stochastic error term was considered to be zero due to the inclusion of significant logistical management solutions.

In addition, the study found that increasing the number of units in order processing practices results in an operational performance increase of 0.469%, increasing the number of units in inventory management practices results in an operational performance increase of 0.466%, increasing the number of units in transportation practices results in an operational performance increase of 0.434, and increasing the number of units in information flow practices results in an operational performance increase of 0.434%. This demonstrates that correct logistic management practices have a beneficial effect on operational performance, and that proper logistic management practices are accomplished when enterprises utilize their resources optimally in accordance with the resource-based perspective theory. The foregoing research supports the conclusions of Sandberg and Abrahamson (2011) and Aron (1999), who found that an upsurge of activity has emerged around logistics practices for businesses, encompassing a wide variety of corporate supply-demand strategies, from the procurement of raw materials to the satisfaction of the needs of the final customer and the use of productivity-enhancing tools. In a similar vein, Fridah, (2021) investigated logistics management strategies that may be used to boost the AFA's performance and found that, as a consequence, the AFA is in a solid position to guarantee food security in Kenya and bring about the elimination of hunger in the country.

4.3.7 Challenges of Logistics Management Practices in the Firm

The study sought to assess challenges faced by fast moving consumer products firms in practicing logistic management. Respondents were therefore probed on their level of agreement with the following statements related to Challenges of Logistics Management Practices in the Firm, of which: 1= Strongly Disagree; 2= Disagree; 3= Neutral/Undecided; 4 = Agree; 5=Strongly Agree

Table 4.13 Challenges of Logistics Management Practices in the Firm

Challenges	N	Mean	Std. Deviation

Possible disruptions in provision of services	234	4.17	0.77
Competitors may gain an advantage if you outsource crucial components to suppliers.	234	4.21	0.71
The company's service network lacks sufficient storage capacity to meet the anticipated needs of its customers.	234	4.14	0.73
Because of the elevated risk of theft, providing round-the-clock support is impossible.	234	4.03	0.81
Poor road conditions hinder product delivery.	234	4.21	0.69
Shipping goods across the country is an expensive proposition	234	4.12	0.73
Leaks of sensitive information have led to a rise in competition.	234	4.20	0.70
Because of an absence of effective methods of communication.	234	4.21	0.69
Inability to prevent unwanted events (such as breaches in a company's data privacy)	234	4.16	0.76
There is not a lot of room for FMCGMs at the port of Mombasa	234	4.08	0.80
Quality reduction in output and provision	234	4.19	0.70

Findings showed that most respondents believed that the possibility of discontinuity in service delivery is one of the logistical issues for most FCMG enterprises (M=4.17; SD = 0.77). With a weighted mean of (M=4.21; SD 0.71) it was also discovered that this indicates that the majority of the FCMG enterprises may be vulnerable to new rivals as a result of outsourcing crucial components to suppliers. Most of the respondents also agreed that most of the firms had insufficient storage capacity to manage customer future demand across the firm’s service network (M=4.14; SD 0.73). Moreover, with a weighted mean value of 4.03; SD 0.81, it shows that largely, FCMG firms with high levels of insecurity prevent a 24-hour service to customers. In fact, high levels of insecurity impede a 24-hour service to customers. There was also a challenge of bad road condition for the product movement, overall, the findings show that poor roads impede efficient movement of goods and materials hence pose a great challenge for the logistic practices for firms in fast moving consumer goods industry (M=4.21; SD 0.69). The study also found that given that the cost of transporting product is high across the country, (M= 4.12; SD 0.73) implies that cost of transportation of products

across the country was one of the challenges facing the fast-moving consumer products in delivery efficient logistical services.

The study also found that increased competition due to information leaks is a challenge to firms producing fast moving consumer goods, when in logistics practices (M=4.20; SD 0.70) shows that generally, these firms faced increased competition as a result of information leaks to their competitors. Lack of efficient communication techniques was also seen as a challenge to the firms in fast moving consumer products (M=4.21; SD 0.69) signifies that generally, inadequate efficient communication techniques was a challenge to many firms in offering proper logistic practices. The FMCGM firms also face the challenge of loss of control and management of company information e.g., interferences with a firm's data privacy were also one of the challenges faced by firms, (M= 4.16; SD 0.76).

The study also found that the FCMGM firms face limited holding capacity for FMCGMs at Mombasa port, which was a challenge to these firms. Overall, (M= 4.07; SD 0.80) the findings implies that most these firms have inadequate holding capacity at the port, which is an impediment for good logistic practices. The study also found that most of these firms face cases of compromised product and service quality as a challenge (M=4.19; SD 0.70).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers a brief overview of the study's major results, as well as our suggestions for further research, any caveats we ran across, and any potential avenues for exploration.

5.2 Summary of Findings

The study's primary goal was to use empirical findings to determine the connection between logistics management methods and the operational performance of fast-moving consumer goods producers in Nairobi County. The research also assessed the level of implementation of logistical techniques such as order process management, inventory management practices, transportation procedures, warehousing practices, packaging methods, transportation practices, and information workflow practices at these companies.

The first objective of this study was to determine the effect of logistics management practices on the operational performance of Kenya's fast moving manufacturing enterprises. It was found that all respondents indicated that their firms understood the value of logistics management practices as a catalyst for enhancing their firms' operational performance. According to the findings, fast moving manufacturing companies employ computerized order processing; others agreed that the companies use a database to track their orders and inventories, that orders are handled promptly, and that the companies have a system in place for customers to follow their orders. The study found that fast-moving manufacturing organizations employ enterprise resource planning systems (Barcodes) to track their inventory, which also enables the firm to prevent inventory bottlenecks during production. Additionally, the study revealed that inventory management strategies enable visibility of inventory both upstream and downstream in the logistics or supply chain system.

About transportation practices, the study found that transportation management techniques facilitate the timely delivery of products and services to customers by ensuring that products are made available to the desired location of the customer. In terms of information flow inside the firm, the study found that fast-moving manufacturing companies leverage information flow via ICT to coordinate their activities. Additionally, it was established that warehouses were positioned close to the customer's location and that products were delivered in the correct quantity to the consumer. According to the findings, companies take care to

ensure that their items are well-protected throughout shipping, and that their packaging stands out from the competition. Study results indicated that the company's storage capacity utilization throughout its network improved as a result of the implementation of effective and efficient logistics management practices. From the findings of the study, it was established that good logistics practice implementation, positively and significantly affected the operational performance of Fast-moving consumer goods manufacturing firms in Nairobi County.

5.3 Conclusions

Inventory control practices were found to be utilized by fast cycle manufacturing firms in Kenya. These included transportation management practices that guaranteed customers received their orders on time, and inventory management strategies that helped businesses avoid production delays caused by stock-outs. The research also discovered that proper packaging processes and warehouse management procedures helped deliver items in the right quantities to customers.

The study produced positive beta coefficients for all study variables, including order process management procedures, inventory management techniques, and transportation practices, warehousing practices, information flow practices, and packing practices, based on the regression analysis. In this line, the study indicates that any adjustment should have a beneficial influence on logistical effectiveness and efficiency.

Additionally, the study identified the following challenges faced by fast moving manufacturing businesses when applying logistics management practices: the risk of service interruption, the high cost of product transportation across the country, and the limited holding capacity for FMCGMs at Mombasa port. Likewise, the study revealed that the primary challenges faced by fast-moving manufacturing companies when implementing logistics management practices were the following: poor road conditions for product movement, insufficient storage capacity to cope up with future customer demand across the firm's service network.

5.4 Recommendations

According to the study's findings, the researcher advises the following actions to ensure that fast moving manufacturing enterprises in Kenya continue to improve their operational performance. The primary issue confronting the firms is a lack of product storage capacity at the Mombasa port. Kenya Ports Authority management should act swiftly to expand product

storage capacity at the Mombasa port to boost the operational performance of fast-moving industrial enterprises.

Additionally, the study revealed that a high level of insecurity makes it difficult to provide 24-hour service to consumers, which makes it difficult for Kenya's fast-moving industrial enterprises to operate properly. The study proposes that state personnel in charge of security apparatus intervene immediately to secure the routes utilized by fast-moving manufacturing businesses to deliver products to their clients. This will prevent enterprises from incurring losses, hence boosting their operational performance. Fast-moving manufacturing firms in Kenya must implement an integrated ICT-controlled system; this will enable clear monitoring and administration of logistical activities, hence increasing the firm's total efficiency.

5.5 Limitations of the Study

Corporate information is private and confidential; thus most respondents were unwilling to disclose details. To address this concern, the researcher assured participants that their responses would be kept confidential and utilized only for research. Another constraint was that the researcher had no control over the data's accuracy. The researcher took the data as-is but made calls to the respondents to clarify any confusing responses. The respondents from the fast-moving manufacturing company were senior executives with hectic work schedules, which slowed down the data collection procedure. The researchers employed the drop-and-pick-up strategy to allow respondents sufficient time to complete the questionnaires.

5.6 Areas for Further Research

Other factors affecting the operational performance of fast-moving manufacturing firms should be investigated, as the logistics management methods examined in this study could not account for 20.4 percent of the variations in company operational performance. Additionally, the study concentrated on the industrial sector, notably the fast-moving consumer goods sector. The study's conclusions cannot be extrapolated sufficiently to generalize about the situation of logistics management in other industries. A comparable study should be conducted with a focus on other industries. Finally, this study examined only the obstacles associated with the deployment of logistics management principles by fast-moving manufacturing firms, but not the potential solutions. A future study focusing on this will enlighten management of fast-moving manufacturing organizations on how to overcome the obstacles that impede their firms' efficient operational performance.

REFERENCES

Amanuel, M. H., (2022). The effect of logistics practice on organizational performance: In case of Kombolcha textile share company. Journal of Management Info, 8(4), 280-303. https://doi.org/10.31580/jmi.v8i4.2329

Bailey, M.N. et al, (2005). Increasing Global Competition and Labor Productivity: Lessons from the US Automobile Industry, Mckinsey Global Institute.

Ballou, R. H., (2003). Business Logistics / Supply Chain Management, 5th Edition, USA, New Jersey, Prentice Hall

Bosire, G (2011). Impact of logistics management on Lead time and customer service among supermarkets in Nairobi, Unpublished MBA Project, University of Nairobi

Carter, R. (2008). Business without Glamour? An Analysis of Resources on Performance by Size and Age in Small Service and Retail Firms? Journal of Business Venturing14, 233-257.

CEVA, L. (2009). Smart Store: A Retail Solution for Store Logistics. Siriusdreef 20 2132 WT Hoofddorp the Netherlands: CEVA Logistics.

Fridah, C., (2021). Achieving Zero Hunger in Kenya: Logistics Management Practices for Enhancing Operational Efficiency of the Agriculture and Food Authority. African Journal of Education, Science and Technology, 6(4), Pg 1-10.

Gitonga, S. (2017). Logistics Management Practices and Operational Performance of Fast-Moving Consumer Goods Manufacturers in Nairobi. Unpublished Thesis, University of Nairobi

Goldsby, T. J., et al., (2014). The Critical Role of Transportation in Business and the Economy, Financial Times Press, 1 Lake Street, Upper Saddle River, USA, NJ

Goldsby, T. J., et al., (2014). The Critical Role of Transportation in Business and the Economy, Financial Times Press, 1 Lake Street, Upper Saddle River, USA, NJ

Green, Whitten, & Inman, (2008). The Effect of Retail Store Environment on Retailer Performance. Journal of Business Research, 49, 167-181.

Grunt, J.N &Nowakowska (2007). Selected Tools of Information Management in Logistics, Czestochowa University of Technologies

Hai &Yirong, (2002). Comparing Domestic and International Distributors‟ Performance a Manufacturer‟s Perspective. International Journal of Physical Distribution & Logistics Management, 25, (6) 41-53.

Japan Institute of Logistics System (2014). Logistics Concept-Seeking for the Environment of Corporate Value, July 2014 Report

Jepherson, M., Ngugi, P., and Moronge, M., (2021). Logistics Management Systems and Performance of Fast-Moving Consumer Goods Manufacturers in Nairobi, Kenya. International Journal of Supply Chain Management. 6. 29-63. 10.47604/ijscm.1232.

Kamuri, J (2010). Challenges facing the Implementation of logistics management strategy at the Kenyatta National Hospital. Unpublished MBA Project, University of Nairobi

Kangaru, M (2011). Challenges of business logistics management at the Kenya Power. Unpublished MBA Project, University of Nairobi

Kopczak, L. (2001). Designing supply chains for the 'click-and-mortar' economy. Supply Chain Management Review, 5 (1). 60-66.

Kotzab, H., & Teller, C. (2005). Development and empirical test of a grocery retail in store logistics model. British Food Journal, 107 (8) 594-605.

Laosirihongthong, T., Adebanjo, D., & Tan, K. C. (2013). Green supply chain management practices and performance. Industrial Management & Data Systems, 113(8), 1088-1109.

Laosirihongthong, T., Adebanjo, D., & Tan, K. C. (2013). Green supply chain management practices and performance. Industrial Management & Data Systems, 113(8), 1088-1109.

Lee, K. (2009). Marketing of FMCG s in Kenya. Journal of marketing 22(1), 1-13.

Lomeendra, V., Ashley, K. S., & Deveshika, D. (2015). Assessing the impact of supply chain management on competitive advantage and operational performance: a case of fourstar hotels of Mauritius. International Review of Management and Marketing, 6(4),61-69

Lysons, K & Farrington, B, (2012). Purchasing and Supply Chain Management, Eighth, Edition, p. 82-85, Harlow, England, Pearson Education Ltd

Maingi, B. M. (2015). Effect of in-store logistics operations practices on customer satisfaction in supermarkets in Mombasa County.

Mukolwe, G.A., and Wanyoike D.M. (2015). An Assessment Of The Effect Of Logistics Management Practices On Operational Efficiency At Mumias Sugar Company Limited, Kenya, International Journal of Economics, Commerce and Management United Kingdom Vol. III, Issue 6, http://ijecm.co.uk/

Mulama, (2012). Understanding Industrial Distributors‟ Expectations of Benefits from Relationships with Suppliers. Journal of Business & Industrial Marketing, 19: 433-443

Musau, E. G., Namusonge, G., Makokha, E. M., & Ngeno, J. (2017). The effect of transport management on organizational performance among textile manufacturing firms in Kenya. International Journal of Academic Research in Business and Social Sciences, 7(11), 1015-1031.

Narasimhan, R., (2001). Causal linkage in supply chain management: an exploration study of North American manufacturing companies. Decision Sciences 29 (3), 579-605.

Natasha, R., Shasho, K., & Vladimir, P. (2017). The impact of logistics management practices on performance of pharmaceutical organizations in Macedonia. International Journal of Academic Research in Accounting, Finance and Management Sciences, 7(1), 245-252.

QUESTIONNAIRE

SECTION A: Background Information

Indicate the ownership of the organization

- Local [ ]
- Foreign [ ]
- Both local and foreign owned [ ]

Indicate your duration in the organization

- 5-10 years [ ]
- 11-20 years [ ]
- Over 20 years [ ]

Does the organization similarly operats Outside Kenya?

- Yes [ ]
- No [ ]

What is your Job Position

- Operations Manager [ ]
- Logistics Manager [ ]
- Business Development Manager [ ]

SECTION B:

The following statements relates to ***Logistics Practices And Operational Performance Of Fast-Moving Consumer Goods Manufacturing Firms In Nairobi County.*** Kindly indicate your reaction to them by ticking appropriately, where SA=Strongly Agree (5), A=Agree (4), N=Neutral (3), D=Disagree (2) and SD=Strongly Disagree (1)

Operational performance	**SA**	**A**	**N**	**D**	**SD**
Cost in savings in production and delivery of goods					
There is prompt delivery of products and services to customers hence thus meeting the customer expectations					
Quality and value of organizations' products and services are competitive					
Flexibility in production and sales and distribution of goods and services to end user is high					
Order Process management Practices					
To process orders, the company uses EOP.					
The orders are completed in a reasonable timeframe.					
The company uses an order and inventory management database.					
When a customer's supply is low, the company may get more from its suppliers.					
The company employs its network of locations around the country to handle customer orders locally.					
In addition to being able to monitor the status of their					

orders, clients may use the company's sophisticated tracking system.					
Inventory Management Practices					
The company makes use of an Enterprise Resource Planning system (Barcode) in order to keep tabs on its stockpiles.					
The appropriate inventory level for its external clients is made available to them in accordance with the company's inventory management policies.					
The company is able to avoid an inventory bottleneck in production due to the stock management methods that are already in place					
As a consequence of the many inventory management strategies that are now accessible, costs may be kept to a minimum.					
The company manages its inventory using the proper inventory management system, such as Kaizan, JIT, ABC analysis, and other similar methods.					
Transportation Practices					
The management of transportation practices facilitates prompt delivery of goods and services to clients					
As a result of proper transportation management procedures, goods and services are availed to the customer preferred location					
Delivery of products and services are done using the correct approach of transportation					
There is minimal cost of transportation when delivering goods or services to customers					
The organization applies electronic system to monitor all product that are transported to customer					
Information Flow Practices					
The knowledge transfer via ICT technique is utilized to organize logistical operations					
Information and communication technology is used to track the flow of data in the logistics management process.					

ICT-enabled flow of information inside an organization is utilized to regulate logistical operations.					
Coordination is achieved by using the information flow enabled by ICT.					
The company's communication and information flow is supported by ICT.					
Warehousing Practices					
Supplies are sent to the buyer in enough quantities.					
The company ensures that each item is correctly labeled and loaded into each truck.					
The consumer receives their order in pristine condition from the warehouse.					
The company storage facility is situated conveniently adjacent to the client.					
The company uses the property as a warehouse for storing its inventory.					
Packaging Practices					
Packaging for the company's goods is designed to prevent damage during shipping.					
The company's goods are built to withstand potential disasters.					
The product stands out from the crowd and can't be confused with anything else on the market.					
No harm will come to the goods while transport from one area to another.					
All of the company's product details are clearly labeled as per price and function.					

THANK YOU