E-ISSN: 1115 - 8530 P-ISSN: 3026-8958
MPRI-JFRBD | INTERNATIONAL JOURNAL OF FINANCIAL RES. AND BUSINESS DEVELOPMENT
VOL. 09 NO. 7 – JULY, 2025

DISTRIBUTION CONTROL SYSTEM AND PERFORMANCE OF BEVERAGE FIRMS IN SOUTH EAST NIGERIA

NWAOGU, EVANGELINE GINIKACHI
Department of management, Faculty of management sciences, Imo state university, owerri
DOI: https://doi.org/10.70382/mejfrbd.v9i7.057

Abstract

This study examined the relationship between distribution control systems and the performance of beverage firms in South East Nigeria, with emphasis on transportation systems and warehousing as proxies for distribution control, and sales volume and customer retention as measures of performance. The study adopted a survey research design, and data were collected using a structured questionnaire administered to employees in production, marketing/sales, and management units of selected beverage firms. A sample size of 177 was determined from a population of 316 using the Taro Yamane formula. Reliability of the instrument was confirmed with a Cronbach's Alpha coefficient of 0.72. Data were analyzed using descriptive statistics and Pearson Product Moment Correlation Coefficient at 0.05 level of significance, aided by SPSS version 21.0. The findings revealed significant positive relationships between transportation system and sales volume, transportation system and customer retention, warehousing and sales volume, as well as warehousing and customer retention. The study concludes that effective distribution control systems are critical for enhancing organizational performance in the beverage industry. It recommends investment in transport infrastructure, optimization of transport fleets, expansion of warehouse facilities, and strengthening of warehouse control management to ensure continuous product availability, customer retention, and sustainable growth.

Keywords: Distribution control system, transportation system, warehousing, sales volume, customer retention, beverage firms, South East Nigeria, organizational performance

Introduction

Background of the Study

Many manufacturing organizations have adopted different tactics to accomplish their company success as a result of the fierce competition among manufacturing enterprises (Libby, Libby & Short, 2023). Distribution Control Systems are one of the contemporary business tactics used by companies to get a competitive edge (MCS). Distribution

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

control systems have gained recognition recently as a crucial management tool that promotes organizational learning, effectiveness, and efficiency (Bisibe & Otely, 2014; Neche & Neche, 2025). The issue of getting the correct amount of the right product to the right location at the right time for the least amount of money is explained by distribution (Ike, 2019). industries, particularly beverage industries, have faced difficulties in meeting delivery deadlines and running an effective distribution network as a result of this issue. Businesses such as beverage companies, whose clientele is widely dispersed across large geographic regions, must integrate the distribution system components in order to maintain a satisfactory level of customer service and prevent market share loss (Bowersox & Closs, 2016; Ukwueze, 2021).

Effective coverage of territories in the distribution of beverage products in both rural and urban areas of the nation is seriously hampered by the ongoing rise in transportation costs brought on by the poor condition of our roads, the high cost of cars and spare parts, and the current increase in the price of petroleum products.

Additionally, if the company itself did not give effective distribution enough thought, certain beverage middlemen could not have the financial means to improve the products' optimal distribution around the country. In order to accomplish effective distributions, businesses must establish branches and collaborate with other stakeholders. In order to capitalize on the significant advancements in transportation, warehouse, and storage infrastructure, modern businesses have restructured their distribution networks. Thus, the distribution control system and performance of beverage companies in South East Nigeria were the main subjects of this study.

Statement of the Problem

It is impossible to overlook the impact distribution control systems have on customer access to goods, corporate transformation, and stability. Nevertheless, Nwankwo (2018) highlighted how businesses often overlook efficient distribution channels, citing inadequate management, a lack of funding, a lack of understanding of distribution strategy, inadequate distribution equipment, and a lack of support as the main obstacles to effective distribution. Given the aforementioned, it is evident that the majority of manufacturing businesses might not be able to get improved performance when confronted with the obstacles impacting the deployment of distribution control systems.

In addition to the aforementioned, the majority of the management/distribution control system studies that the researcher evaluated did not focus on beverage companies in southeast Nigeria and did not use the same proxies as this study. Ola and Shola (2024) examined the distribution control system and profitability of Dufil Prima Food Plc in Lagos State, Nigeria, whereas Ola (2018) examined the management control system and efficacy of cosmetics enterprises in Lagos State, taking into account research conducted in various locations and industries. Additionally, examining studies that differ in either independent or dependent variables, Adewale (2022) looked at management control system and company performance, while Ekezie (2023) looked at distribution control system and patronage in Guinness Nigeria Plc Aba, Abia State. Examining the proxies employed by some of the aforementioned studies, Ekezie (2023) used depot systems and

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

information management to measure distribution management, while Ola and Shola (2024) used transportation and information systems to control distribution. Due of these gaps in the literature, this study felt compelled to fill them.

Objectives of the Study

The general objectives of this study focused on distribution control system and performance of beverage firms in South East Nigeria. Specific objectives of this study are to:

1. determine the relationship between transportation system and sales volume.
2. assess the extent transportation system relates with customer retention.
3. assess the association between warehousing and sales volume.
4. identify the nexus between warehousing and customer retention.

Research Questions

Base on the objectives the study, the following research questions were posed for the study.

1. What is the relationship between transportation system and sales volume?
2. To what extent does transportation system relates with customer retention?
3. What is the association between warehousing and sales volume?
4. What is the nexus between warehousing and customer retention?

Research Hypotheses

From the research objectives and research questions, the following hypotheses guided the study.

Ho_1: There is no significant relationship between transportation system and sales volume.

Ho_2: Transportation system does not relate with customer retention.

Ho_3: There is no significant association between warehousing and sales volume.

Ho_4: There is no significant nexus between warehousing and customer retention.

Scope of the Study

The **content scope** of this study focused on distribution control system and performance of beverage firms in South East Nigeria. In addition, transport system and Warehousing were used as proxies for distribution control system, and customer retention and sales volume were used as proxies for performance. **Geographically**, this study focused on beverage firms in South East Nigeria. Four out of the five South Eastern state will be used because the four state have beverage production plant, unlike Ebonyi state which does not have beverage manufacturing company.

The **unit scope** covered the entire employees in production unit, marketing/sales unit and management staff of the beverage companies under study.

REVIEW OF RELATED LITERATURE

This chapter is organized under the following subheadings: conceptual review, theoretical review and empirical review.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

Conceptual Review

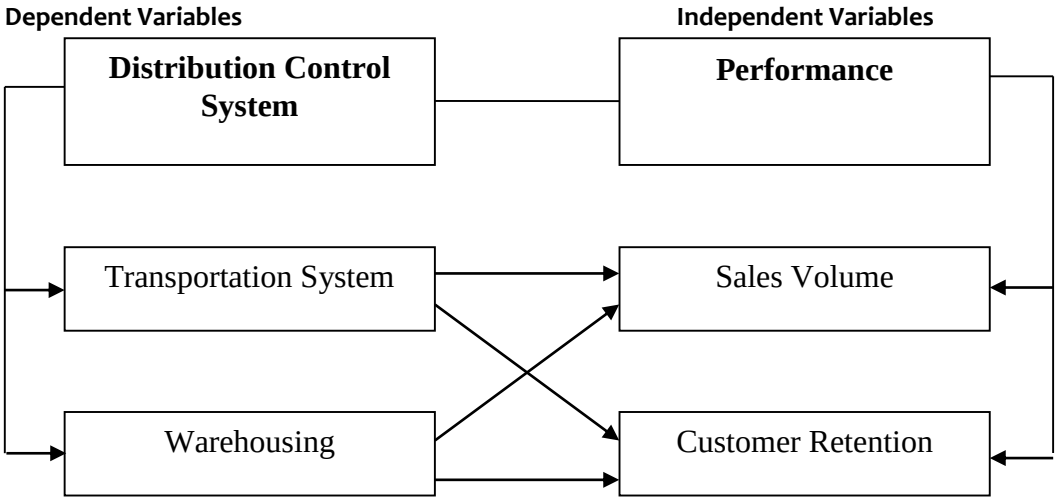


Fig. 2.1: Operational Conceptual Framework.
Source: The Researcher, 2025

Distribution Control System

The adage "production is not complete until the products reach the final consumers" is widely used. In this instance, the aforementioned function is carried out by distribution control (Beky, 2021). In order to make their products available to the end users, manufacturing companies must efficiently use the transportation, warehousing, and information systems. When a supplier receives an order from a customer, the distribution process starts. Distribution, according to Achison (2020), is the process of transferring goods and services from producers to consumers or users at the appropriate time and location. Time, location, possession utility, and ownership transfer are all provided. Distribution is the managerial battlefield where marketing strategy and tactics are either successful or unsuccessful, according to Revzan (2021). The actual movement of goods from the manufacturer to the customer is known as distribution. Distribution control, according to Kotler and Armstrong (2011), is the process of organizing, carrying out, and managing the actual movement of raw materials, finished items, and associated data from points of origin to places of consumption in order to satisfy client demands while making a profit. Distribution control, according to Schewe and Smith (2010), is the actual process of getting goods to the final customers. Products are worthless until they are made available to those in need, and production is not finished until the ultimate consumers receive them. The foundation of a marketing strategy's physical distribution is the process of making products accessible to those who require them. Distribution control, according to Hesse and Rodrigue (2018), is a service that enhances the value of goods by ensuring that they are accessible at the appropriate time and location, thereby serving as a conduit with the client.

Measures of distribution control

Warehousing and transportation system were used to measure distribution control.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

Warehousing

A manufacturing company that has warehouses spread across multiple locations will make its products easily accessible to consumers, increasing sales volume and fostering customer loyalty. Chikwendu (2013) asserts that warehousing, which entails keeping and conserving products from the point of production till they are required for use, is a crucial marketing role.

Transportation system

According to Ahukannah, Ndinaechi, and Arukwu (2023), transportation is often defined as the actual physical movement of people and products from one location to another. In essence, it is the transfer of goods from one place to another as they travel from the start of a supply chain to the hands of the consumer. In this case, every business that wishes to increase sales and client retention should support efficient transportation. This is due to the fact that transportation serves as a link between the various processes that turn resources into products that are beneficial to the final customer. A good transportation infrastructure makes goods accessible to consumers at their doorstep, which boosts both sales and the number of customers.

Performance

According to Adewale (2022)performance encompasses four specific areas of firm the following results: (a) financial performance (profit, return on assets, return on investments, etc.); (b) product market performance (market share, patronage/sales, etc.); (c) shareholder return (total shareholder return, economic value added, etc.); and (d) organizational viability (firm productivity, industrial peace and harmony, and employee effectiveness/efficiency). According to Kotler and Keller (2016), an organization's performance is determined by its level of advantage, sales, profitability, and market values.

Component of Performance

The basic component of organizational performance in this study includes customer retention and sales volume. They were explained thus:

Sales volume

Sales volume is the multiplication of the unit sales to the prices of the goods sold. Some enterprises design some strategies to achieve immediate sales. This they easily do through some aggressive selling strategies which are (easily) adopted to track unprecedented marketing opportunities to achieve Return on Investment (ROI) at the expense of long-term market share and sustainable profitability. This has affected the long-run growth and survival of these firms (Ijezie, 2023). Sales volume simply is the number of goods sold in the normal operation of a company in a specified period. It is also said as the amount or number of units that are sold in a particular product or service. Sales volume can be assisted with the use of sales promotion, although there are many definitions and ways of measuring business performance, Bello and Aina (2023) stated that sales data are usually readily available and business owners themselves attach high importance to sales as an indicator of business performance.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

Customer retention

A business firm like beverage manufacturing company which wants to sustain its business must promote customer retention, because a company's ability to retain existing customers is fundamental to both its short-term and long-term success. Some key reasons for customer retention include the following:

a. It is often much cheaper to retain existing customers than acquire new ones. Sales and marketing acquisition costs usually greatly outweigh costs related to customer service and ongoing customer satisfaction (Molokwu, 2018).
b. Loyal customers tend to be repeat customers, meaning they're valuable. Increasing customer retention increases the chance that a customer will become a loyal, repeat customer and can massively increase profits.
c. It is more effective for businesses to up-sell or cross-sell to their customers as they already have a relationship built on trust and product satisfaction (Norman, 2018).
d. Happy customers can often lead to gaining new customers through referrals.

Theoretical Review

The researcher used depot theory and system theory for this study, but depot theory was adopted.

Depot Theory

The profounder of depot theory is Aspin wall in 1958. According to Aspin Wall's (1958) depot theory emphasized the need to move goods (through transportation) and store it in a warehouse for sales to the customers. Here, depot theory stipulates that the availability of different depot in different locations, their accessibility, their sizeability etc determines the level of effective physical distribution for business firms. When the above issues of depot are favourable, it will contribute to sales volume increase, customer retention and market expansion for the business.

System Theory

System theory was propounded by Von Vantalanfy in 1940s. Distribution control system can be viewed as a system of components linked together for the efficient movement of products. Using a system approach to describe distribution control system, the components include; transportation, and warehousing. These components are interrelated, hence: decisions made in one area affect the relative efficiency of others. For example, a noodles business firms may transport finished products by road and store the goods in a warehousing before sales. In this case, plans on distribution have to cover both transportation, and warehousing to achieve improved patronage.

Theoretical Framework

Depot Theory

This work utilized depot theory as the theoretical framework of analysis. The reason for using depot theory is that the achievement of distribution for a production organization like beverage firms depends on the availability and functionality of different depot system for the company.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

When the company have different depot in strategic places across its market based, retailers and final consumers will have access to the products on regular basis and repeat purchase will be achieved. In addition to depot system for production organization is effective transport system through which the products can get to the depot. It is through the maintenance and utilization of depot system that manufacturing organization can regularly achieve increased sales volume and customer retention.

Empirical Review

Ola and Shola (2024) worked on distribution control system and profitability of Dufil Prima Food Plc, Lagos State, Nigeria. Data were collected through survey questionnaire, and analysed through t-test. It found that distribution control system leads to improve profitability.

Achike, Ibeh and Ogwumike (2024) focused on the effect of distribution control on the marketing performance of cement producing firms in Nigeria using Dangote Cement Company, Calabar as the focal point. Data collected were analyzed using mean statistics. Pearson correlation, with the help of SPSS 21.0 and Microsoft Excel software, were used to test the hypotheses. The findings revealed that warehousing capacity influences sales volume, transport outsourcing influences market expansion and information systems enhance customer acquisition.

Ekezie (2023) examined distribution control system and patronage in Guinness Nigeria Plc Aba, Abia State. The study employed survey research design and questionnaire was used as the instrument of data collection. The 129 senior and management staff of Guinness Aba, Abia State made up the population, and the entire populations were used as sample through census method. Though only 120 were returned and used. The data collected were analysed using mean statistics. More so, Pearson Product Moment Correlation Coefficient (PPMCC) at 0.05 level of significance through Statistical Package for Social Sciences (SPSS version 20.0) was used to test the hypotheses. The findings revealed that there is significant relationship between transportation system and sales volume; transportation system enhances customer retention; warehousing influences sales volume; and there is significant relationship between warehousing and customer retention.

Adewale (2022) examined management control system in the management of Nigeria customs service. It recognises two main groups of players in the Nigeria customs service namely, administration and enforcement from which 100 officers responded to a validated questionnaire titled 'Nigeria Custom Service Participation Questionnaire' (NCSPQ) which was validated and the reliability coefficient was found to be 0.71. Three research questions and three hypotheses were raised and tested in the study. Analysis of data reveals that significant differences existed between internal control system and proper accountability. The study also ascertains that effective management control system ensures high revenue generation.

Chukwueke (2022) examined distribution control system and patronage in Guinness Nigeria Plc Aba, Abia State. The study employed survey research design and questionnaire was used as the instrument of data collection. The 129 senior and management staff of Guinness Aba, Abia State made up the population, and the entire population were used as sample through census method. Though only 120 were returned and used. The data collected were analysed using mean statistics. More so, Pearson Product Moment Correlation Coefficient (PPMCC) at 0.05 level of significance

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

through Statistical Package for Social Sciences (SPSS version 20.0) was used to test the hypotheses. The findings revealed that there is significant relationship between transportation system and sales volume; transportation system enhances customer retention; warehousing influences sales volume; and there is significant relationship between warehousing and customer retention.

Research Gap

We are grouping the gap in many categories, thus:

a. **Gap on the subject matter:** From the empirical review and to the best of the researcher's knowledge, none of the past studies covered the exact topic of this work as it concerns independent and dependent variables. Only related works were covered. To be specific, no work was done on distribution control system and performance using beverage firms in South East Nigeria. While some covered only distribution control system with other dependent variable that is not performance, others covered performance without independent variable – distribution control system.
b. **Gap on the area and organisations of study:** This work covered only beverage firms in South East Nigeria, which include Seven-up bottling company Abia State, Nigeria Bottling Company, Imo State, International Breweries, Anambra State, Seven-up bottling company Enugu state. Some of the past studies did not use Nigeria organisations. Some that used Nigeria organisations were not done within the four selected South East state, but used other parts of South East or Nigeria.
c. **Gap on the indices/objectives of study:** The proxies in the objectives of study were not exactly covered by past researches. Past work did not exactly use the indices which include warehousing and transportation system (for the independent variables); and sales volume and customer retention (for the dependent variables).

Based on the foregoing, it's a fact that only little aspects of this topic has been covered. For that, research gap exist and there is need for this study.

METHODOLOGY

Research Design

In this study, survey research design was used. Survey research has as its aim not only the collection of data, but the discovery of meaning in the data collected so that the facts and events can be better interpreted, explained and understood. Survey was used because it enables a researcher a scientifically examine social variables or phenomena in their natural setting.

Population of the Study

Population is the total number of people in the organization of study. The population of the study comprised four (4) beverage firms in South East Nigeria. The staff strength for the firms is 316.

Sample Size Determination

To determine the sample size the formula of Taro Yamane was used. The formula is given as follows:

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

$$n = \frac{N}{1+N(e)^2}$$

Where

n = the sample size

N = population. An estimated population of 316 is used.

e^2 = square of maximum allowance for sampling error at 5% level of significance.

$$n = \frac{316}{1+316(0.05)^2}$$

$$n = \frac{316}{1+316(0.0025)}$$

$$n = \frac{316}{1+(0.79)}$$

$$n = \frac{316}{1.79}$$

n = 176.5

The sample size (n) = 177

Research Instrument

For this study, researcher used questionnaire as the instrument to gather responses from the respondents. The questionnaire consists of closed ended questions in likert format. A structured questionnaire was used for data collection in this study so as to get information on the major constructs. The questionnaire contained the four-point Likert scale normally used in measuring responses with the options of Strongly Agree (SA = 4), Agree (A = 3), Disagree (D = 2), and Strongly Disagree (SD = 1). The questionnaire was divided into two parts (sections A and B). Section A contained the socio –demographic variables of the respondents such as age, gender, educational qualification and years of service. Section B, on the other hand, contained the Likert- scale statements based on the constructs of the study.

Validity and reliability of the Instrument

The questionnaire was subjected to face and content validity. The reliability of the instrument was determined by a trial test that was conducted in beverage firms in South South Nigeria. The instrument was administered on thirty (30) respondents from the zone above for the reliability test, and the scores obtained were computed statistically using the Cronbach's Alpha method to estimate the reliability coefficient.The Cronbach's Alpha reliability coefficient obtained a score of 0.72 which indicated that the instrument is reliable for the conduct of the study(S*ee Appendix V, page 36)*

Data Analysis Technique

The data collected were be analysed using Simple Percentages, Bar Chart, Mean Statistics and The Pearson Product Moment Correlation Coefficient (at 0.05% level of significance) aided by SPSS

version 21.0 Simple percentage was used to analyse the demographic variables of the respondents. Also, the Bar Chart was used to give more meaning and understanding to the information from the simple percentage (as it concerns demographic variables of the study). Mean statistics was used to analyse the thematic issues of the study from the questionnaires distributed. More so, The Pearson Product Moment Correlation Coefficient (at 0.05% level of significance) aided by SPSS version 21.0 was used to test the hypotheses. This is because Asika (2008) stated that the Pearson Product Moment Correlation Coefficient enables the researcher to ascertain the level of relationship between variables in an empirical research.

Decision Rule

a) **For mean statistics:** Mean of 2.5 and above is accepted whereas mean below 2.5 is rejected.
b) **For hypotheses:** The decision rule for Pearson is therefore presented thus:

1. .00 - .19 – Very weak relationship
2. .20 - .39 – Weak relationship
3. .40 - .59 – Moderate relationship
4. .60 - .79 – Strong relationship
5. .80 - 1.00 – Very strong relationship

Source: Alvin and Ronald (2010)

For the formula of simple percentage, mean statistics, and Pearson Product Moment Correlation Coefficient, please see *Appendix II, III & IV*.

RESULT

Testing of Research Hypotheses

Hypothesis One

Ho_1: There is no significant relationship between transportation system and sales volume.

Fig. 4.1: To test the hypothesis one, data in Tables 4.2 were used.

Hi_1	There is significant relationship between transportation system and sales volume	Pearson Correlation = 0.853 Critical value = 0.05 P –Value 0.000 N = 120 Grand mean = 3.3	**VALID**

Source: Data in Tables 4.2

The analysis above revealed that the Pearson correlation coefficient (r) result was obtained as 0.853 (and grand mean of 3.3) with a corresponding P-value of 0.000. Since the P-value of 0.000 is less the critical value of 0.05, we reject the null hypothesis and conclude that there is significant relationship between transportation system and sales volume.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

Hypothesis two

Ho_2: Transportation system does not relate with customer retention.

Fig. 4.2: To test the hypothesis two, data in Tables 4.3 were used.

Hi_2	Transportation system relate with customer retention	Pearson Correlation = 0.871 Critical value = 0.05 P –Value 0.000 N = 120 Grand mean = 3.4	**VALID**

Source: Data in Tables 4.3

The analysis above revealed that the Pearson correlation coefficient (r) result was obtained as 0.871 (and grand mean of 3.4) with a corresponding P-value of 0.000. Since the P-value of 0.000 is less the critical value of 0.05, we reject the null hypothesis and conclude that transportation system enhances customer retention.

Hypothesis Three

Ho_3: There is no significant association between warehousing and sales volume.

Fig. 4.3: To test the hypothesis three, data in Tables 4.4 were used.

Hi_3	There is significant association between warehousing and sales volume.	Pearson Correlation = 0.871 Critical value = 0.05 P –Value 0.000 N = 120 Grand mean = 3.4	**VALID**

Source: Data in Tables 4.4

The analysis above revealed that the Pearson correlation coefficient (r) result was obtained as 0.871 (and grand mean of 3.4) with a corresponding P-value of 0.000. Since the P-value of 0.000 is less the critical value of 0.05, we reject the null hypothesis and conclude that there is significant association between warehousing and sales volume.

Hypothesis four

Ho_4: There is no significant nexus between warehousing and customer retention.

Fig. 4.4: To test the hypothesis four, data in Tables 4.5 were used.

Hi_4	There is significant nexus between warehousing and customer retention.	Pearson Correlation = 0.871 Critical value = 0.05 P –Value 0.000 N = 120 Grand mean = 3.4	**VALID**

Source: Data in Tables 4.5

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

The analysis above revealed that the Pearson correlation coefficient (r) result was obtained as 0.871 (and grand mean of 3.4) with a corresponding P-value of 0.000. Since the P-value of 0.000 is less the critical value of 0.05, we reject the null hypothesis and conclude that there is significant nexus between warehousing and customer retention.

Fig. 4.5: Concise Table for Hypotheses Testing

S/N	Hypotheses	Statistical Tools Applied (Software Results)	Result
Hi_1	There is significant relationship between transportation system and sales volume	Pearson Correlation = 0.853 Critical value = 0.05 P –Value 0.000 N = 120 Grand mean = 3.3	**VALID**
Hi_2	Transportation system relate with customer retention	Pearson Correlation = 0.871 Critical value = 0.05 P –Value 0.000 N = 120 Grand mean = 3.4	**VALID**
Hi_3	There is significant association between warehousing and sales volume.	Pearson Correlation = 0.871 Critical value = 0.05 P –Value 0.000 N = 120 Grand mean = 3.4	**VALID**
Hi_4	There is significant nexus between warehousing and customer retention.	Pearson Correlation = 0.871 Critical value = 0.05 P –Value 0.000 N = 120 Grand mean = 3.4	**VALID**

Discussion of Findings

Considering the result of hypothesis one, it was discovered that there is significant relationship between transportation system and sales volume with a grand mean of 3.3 and Pearson r of 0.853. The findings complement Ike (2019) assertion that efficient and efficiency of transport system which adds value to vehicular movements will lead to business growth, sustainability and market penetration.

Based on the results of hypothesis two, this work discovered that transportation system relates with customer retention with a grand mean of 3.4 and Pearson r of 0.871. The result supports Okeudo (2020) view that effective transportation system will make firm products available to consumers and encourage more patronage, retention and acquisition of new customers.

In the hypothesis three, this study revealed that there is significant association between warehousing and sales volume with a grand mean of 3.4 and Pearson r of 0.871.This perspective converges with Smritiri (2015)study that warehousing enhances availability of products and therefore encourages sales increase and firm growth.

Based on hypothesis four, this study discovered that there is significant nexus between warehousing and customer retention with a grand mean of 3.4 and Pearson r of 0.871. In line with the above findings Workalemahu (2018) asserted that effective warehousing control system leads to customer retention.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

The researcher has examined distribution control system and performance of beverage firms in South East Nigeria. The research gap indicated that only past works has been done, the basic subject matter of the work was not summarized.

The study employed survey research design and questionnaire was used as the instrument of data collection. The data collected were analyzed using mean statistics. More so, Pearson Product Moment Correlation Coefficient (PPMCC) at 0.05 level of significance through Statistical Package for Social Sciences (SPSS version 23.0) was used to test the hypotheses. The findings revealed that:

1. There is significant relationship between transportation system and sales volume.
2. Transportation system relate with customer retention.
3. There is significant association between warehousing and sales volume.
4. There is significant nexus between warehousing and customer retention.

Conclusion

Basically, there will be no organizational growth if the product produced did not get to the final consumers who use the product. In this direction, distributive chain covers activities on warehousing, and transportation systems from the organization to the end users. For that, every manufacturing firm especially in noodle now tries to adopt effective distribution control system so as to achieve high sales, customer retention and customer acquisition. This study therefore concludes that the achievement of organizational performance, especially in manufacturing industry (beverage firms), depends on the extent to which distribution control system is utilize very practicable, effective and efficient in the system.

Recommendations

Based on the findings, it was recommended that:

1. The government should invest more on road, rail and other transport systems to enhance effective and efficient transportation of products for companies to achieve distribution control system.
2. Beverage manufacturing firms should effectively make their transport vehicle very effective so as to utilize such in delivering products to their channels to achieve more patronage, sales and customer retention.
3. Beverage manufacturing companies should constantly expand their warehouse base to ensure that products are effectively distributed to the warehouse to enhance high sales, and increase customer base.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

4. Beverage manufacturing companies should emphasis effective warehouse control management as that is the major way of making their products regularly available to consumer.

Contributions to Knowledge

This study has contributed to knowledge because it focused on distribution control system and performance of beverage firms in South East Nigeria. The work has contributed to knowledge because it utilized the beverage as the focal points. The work has contributed to knowledge because it utilized the indices which include transportation system, Warehousing, sales volume, customer retention. The results of the correlation statistics which is in contribution to knowledge is therefore presented in the heuristic model below:

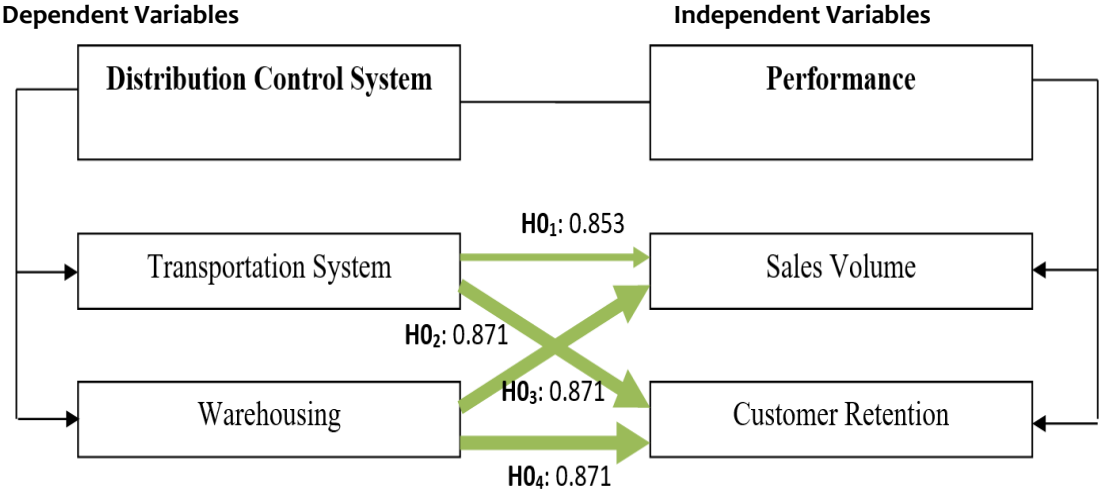


Fig. 5.1: Heuristic Model for distribution control system and performance of beverage firms in South East Nigeria

Source: The Researcher, 2025

Keys	Explanation
⟶	Most ticker arrow shows the most significant result i.e. 0.87
⟶	More ticker arrow is the next most significant result i.e. 0.85

Decision Rule

The decision rule for Pearson is therefore presented thus:

1. .00 - .19 – Very weak relationship
2. .20 - .39 – Weak relationship
3. .40 - .59 – Moderate relationship
4. .60 - .79 – Strong relationship
5. .80 - 1.00 – Very strong relationship

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

References

Achike, I., Ibeh, C., & Ogwumike, V. (2024). *Effect of distribution control on the marketing performance of cement producing firms in Nigeria: A study of Dangote Cement Company, Calabar.* [Unpublished study].

Achison, C. (2020). *Principles of distribution management.* Lagos: Noble Publishers.

Adéwale, T. (2022). *Management control system in the management of Nigeria Customs Service.* Journal of Management and Administration, 14(2), 45–59.

Ahukannah, L., Ndinaechi, A., & Arukwu, M. (2023). *Transportation systems and organizational competitiveness in Nigeria.* Journal of Logistics and Transport Studies, 11(3), 67–80.

Alvin, A., & Ronald, M. (2010). *Statistical tools for social sciences.* London: Pearson.

Beky, J. (2021). *Distribution channels and market strategy.* New York: Routledge.

Bello, A., & Aina, M. (2023). *Sales data as indicators of business performance in SMEs.* International Journal of Business Research, 9(2), 112–124.

Bisibe, J., & Otely, D. (2014). *Management control systems as a package: Opportunities, challenges and research directions.* Management Accounting Research, 25(1), 45–61.

Bowersox, D. J., & Closs, D. J. (2016). *Logistical management: The integrated supply chain process* (3rd ed.). New York: McGraw-Hill.

Chikwendu, E. (2013). *Warehousing and marketing efficiency in Nigeria.* Journal of Business and Logistics, 7(1), 33–41.

Chukwueke, F. (2022). *Distribution control system and patronage in Guinness Nigeria Plc, Aba.* Journal of Business Studies, 10(2), 88–99.

Ekezie, P. (2023). *Distribution control system and patronage in Guinness Nigeria Plc Aba, Abia State.* Journal of Management Sciences, 15(3), 201–214.

Hesse, M., & Rodrigue, J. (2018). *The transport geography of logistics and freight distribution.* Journal of Transport Geography, 14(2), 171–184.

Ijezie, J. (2023). *Sales volume strategies and long-term firm growth in Nigerian enterprises.* International Review of Business and Economics, 12(4), 145–158.

Ike, F. (2019). *Distribution management and logistics in Nigerian manufacturing firms.* Enugu: Academic Publishers.

Kotler, P., & Armstrong, G. (2011). *Principles of marketing* (14th ed.). New Jersey: Pearson Education.

Kotler, P., & Keller, K. (2016). *Marketing management* (15th ed.). Upper Saddle River, NJ: Pearson Education.

Libby, R., Libby, P. A., & Short, D. G. (2023). *Financial accounting* (10th ed.). New York: McGraw-Hill.

Molokwu, B. (2018). *Customer retention strategies in Nigerian manufacturing firms.* Journal of Marketing Research, 8(3), 56–70.

Neche, A., & Neche, C. (2025). *Contemporary perspectives on management control systems in Africa.* Nigerian Journal of Management Studies, 13(1), 1–15.

Norman, T. (2018). *Building customer loyalty in competitive markets.* London: Palgrave Macmillan.

Nwankwo, S. (2018). *Challenges of distribution systems in Nigerian manufacturing firms.* African Journal of Business Research, 6(2), 98–109.

Okeudo, N. (2020). *Transportation system and customer patronage in Nigeria.* Journal of Transport and Business Studies, 5(4), 55–69.

Ola, K. (2018). *Management control system and efficacy of cosmetics enterprises in Lagos State.* Journal of Business and Economics, 9(3), 177–188.

Ola, K., & Shola, M. (2024). *Distribution control system and profitability of Dufil Prima Food Plc, Lagos State, Nigeria.* Journal of Business Research and Development, 16(2), 221–233.

Revzan, R. (2021). *Distribution management and marketing success.* New York: Harper & Row.

Schewe, C. D., & Smith, R. M. (2010). *Marketing: Concepts and applications* (10th ed.). New York: McGraw-Hill.

Smritiri, D. (2015). *Warehousing and customer service efficiency in emerging markets.* International Journal of Supply Chain Management, 4(2), 77–89.

Ukwueze, A. (2021). *Distribution challenges in Nigeria's beverage sector.* Journal of Business and Marketing, 12(3), 91–103.

Workalemahu, T. (2018). *Warehousing and customer retention in African beverage industries.* African Journal of Marketing and Logistics, 5(2), 64–76.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]