

Effective Physical Distribution & Its Impact on Sales Performance in the Brewery Industry: The Perspective of NB Plc.

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Abstract

This study examined the effect of effective physical distribution on sales performance in Nigerian Breweries Plc. The study was guided by five specific objectives which focused on distribution channel efficiency, transportation and logistics management, warehouse management and inventory control, product availability and delivery timeliness, and distribution cost efficiency. A survey research design was adopted, and primary data were collected from a sample of 187 employees using a structured questionnaire. Data were analyzed using descriptive statistics and multiple regression analysis. The regression result showed that the model was statistically significant ($F = 80.512$, $p = 0.000$), indicating that physical distribution variables jointly have a significant effect on sales performance. The model further revealed an R -square value of 0.709, implying that 70.9% of the variation in sales performance is explained by the physical distribution variables. The findings revealed that distribution channel efficiency has a significant positive effect on sales performance ($\beta = 0.276$, $p = 0.000$). Transportation and logistics management was also found to significantly influence sales performance ($\beta = 0.241$, $p = 0.001$). Warehouse management and inventory control had a significant positive effect on sales performance ($\beta = 0.223$, $p = 0.001$). In addition, product availability and delivery timeliness significantly affected sales performance ($\beta = 0.298$, $p = 0.000$), while distribution cost efficiency also showed a significant positive relationship with sales performance ($\beta = 0.259$, $p = 0.000$). The study concluded that effective physical distribution is a critical determinant of sales performance in Nigerian Breweries Plc. It was recommended that the company should strengthen its distribution channels, improve logistics and transportation systems, enhance warehouse and inventory management, ensure consistent product availability and timely delivery, and optimize distribution cost efficiency through technology-driven solutions.

Keywords: *Physical distribution; Sales performance; Distribution channel efficiency; Transportation and logistics management; Warehouse management.*

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Introduction

Effective physical distribution remains a critical component of supply chain management, particularly in industries characterized by complex logistics operations and highly competitive market environments such as the brewery industry. Physical distribution involves the movement of finished products from production points to final consumers through activities including transportation, warehousing, inventory control, and order processing (Chung & Lee, 2020). The efficiency of these activities significantly influences organizational performance by reducing delivery delays, minimizing stockouts, improving customer satisfaction, and enhancing market responsiveness (Mentzer et al., 2018). Consequently, firms with effective distribution systems are better positioned to achieve competitive advantage through superior service delivery, market penetration, and sustained customer loyalty.

Within the brewery industry, the importance of physical distribution is intensified by the perishable nature of products, fluctuating market demand, and the need to maintain product quality during storage and transportation. Breweries operate in dynamic market environments where timely delivery and product availability directly influence sales outcomes (Agarwal & Luthra, 2021). To address these challenges, firms increasingly adopt advanced logistics strategies such as route optimization, cross-docking, warehouse automation, and real-time tracking systems to improve operational efficiency and reduce distribution costs (Almeida et al. 2021). Empirical evidence indicates that organizations investing in strong distribution capabilities often experience increased market coverage, higher customer retention, and improved sales growth.

Sales performance in the brewery sector is commonly measured through indicators such as revenue generation, sales volume growth, market share expansion, and customer satisfaction. Existing literature demonstrates that efficient physical distribution positively contributes to these indicators by ensuring consistent product availability and timely market delivery (Huang et al., 2021). Effective distribution systems also improve responsiveness to promotional activities and seasonal demand fluctuations, which are essential determinants of sales success in highly competitive beverage markets (Adewale & Ogunleye, 2022). Breweries with agile and integrated logistics networks tend to outperform competitors due to superior supply chain responsiveness and enhanced customer service delivery.

The operational environment of brewery firms is also shaped by institutional, infrastructural, and regulatory factors that influence distribution practices. Regulatory requirements relating to alcohol distribution, taxation, and product safety affect logistics planning and market access strategies (Patel et al., 2019). Furthermore, infrastructural deficiencies such as poor road networks, inadequate warehousing facilities, and transportation bottlenecks, particularly within emerging economies, create persistent challenges for efficient distribution operations (Olivares, et al., 2020). Firms capable of overcoming these constraints through strategic logistics investments and collaborative distribution partnerships often improve reliability, operational flexibility, and market responsiveness.

Theoretical perspectives further explain the strategic importance of physical distribution in organizational performance. The Resource-Based View emphasizes that distribution capabilities represent valuable organizational resources capable of generating sustainable competitive advantage when effectively managed. Similarly, Transaction Cost Theory highlights the importance of coordination, integration, and information sharing in

minimizing operational inefficiencies and uncertainties associated with logistics activities (Wilson et al., 2021). These perspectives suggest that firms with integrated and technologically enabled distribution systems are more likely to achieve improved operational efficiency and enhanced sales performance.

Technological advancement has become a major driver of modern distribution effectiveness. Digital technologies such as transportation management systems, warehouse automation, inventory tracking platforms, and data analytics tools support real-time monitoring of inventory levels, demand forecasting, and route optimization (Zhang & Wang, 2022). These innovations improve delivery reliability, reduce operational costs, and strengthen organizational responsiveness to market disruptions. Evidence from previous studies suggests that firms adopting technology-driven distribution systems experience higher sales growth, better customer service performance, and stronger market competitiveness compared to firms relying on traditional logistics approaches (Smith & Turner, 2024).

Geographical and market-specific factors also influence the relationship between physical distribution and sales performance in the brewery industry. Differences between urban and rural markets, varying consumer preferences, and levels of competitive intensity affect channel design and distribution priorities (Amin & Hong, 2021). Breweries operating across geographically dispersed markets often encounter higher logistics costs and greater operational complexity, thereby requiring customized distribution strategies to sustain sales growth and market presence (Wang & Zhao, 2019). In addition, strong alignment between distribution systems and retail partnerships improves product visibility and market availability, which ultimately enhances sales performance.

Despite extensive studies on supply chain management and organizational performance, limited research has specifically examined the effect of physical distribution on sales performance within the brewery industry, particularly among large-scale producers such as Nigerian Breweries Plc. Existing studies frequently generalize logistics and supply chain outcomes across manufacturing sectors without adequately addressing the unique distribution challenges associated with beverage markets. This gap necessitates a focused investigation into how physical distribution practices influence sales performance within the brewery industry, thereby justifying the present study.

The study therefore addresses the problem that although effective distribution systems are expected to facilitate prompt product delivery, minimize inventory shortages, optimize operational costs, and support market expansion, many brewery firms continue to experience distribution inefficiencies. These inefficiencies are associated with inadequate infrastructure, transportation delays, poor warehouse management, limited technological integration, and weak logistics coordination, all of which negatively affect product availability and customer satisfaction. If unresolved, these challenges may lead to declining sales performance, reduced customer loyalty, increased operational costs, lower profitability, and weakened competitive position. Consequently, improving physical distribution systems has become essential for breweries seeking sustainable growth and enhanced market performance.

Against this background, the primary objective of this study is to examine the effect of effective physical distribution on sales performance in the brewery industry using Nigerian Breweries Plc as the focal organization. Specifically, the

study seeks to evaluate the effect of distribution channel efficiency on sales performance; examine the influence of transportation and logistics management on sales performance; assess the impact of warehouse management and inventory control on sales performance; determine the effect of product availability and delivery timeliness on sales performance; and analyze the relationship between physical distribution cost efficiency and sales performance in Nigerian Breweries Plc.

To achieve these objectives, the study raises the following research questions: To what extent does distribution channel efficiency affect sales performance in Nigerian Breweries Plc? How does transportation and logistics management influence sales performance? What impact do warehouse management and inventory control have on sales performance? How do product availability and delivery timeliness affect sales outcomes? What relationship exists between physical distribution cost efficiency and sales performance in Nigerian Breweries Plc?

In line with these research questions, the study is guided by the following null hypotheses: distribution channel efficiency has no significant effect on sales performance; transportation and logistics management have no significant effect on sales performance; warehouse management and inventory control have no significant effect on sales performance; product availability and delivery timeliness have no significant effect on sales performance; and physical distribution cost efficiency has no significant relationship with sales performance in Nigerian Breweries Plc.

Review of Related Literature

Physical distribution is a fundamental component of supply chain management that involves the planning and execution of activities required to move finished goods from production facilities to final consumers. These activities include transportation, warehousing, inventory control, order processing, and packaging, all of which collectively ensure that products are delivered in the right quantity, at the right time, and in the right condition (Gonzalez et al., 2021). In modern competitive markets, effective physical distribution is not only a logistical necessity but also a strategic determinant of organizational performance, as it directly influences customer satisfaction, market coverage, and profitability. Firms that achieve efficiency in physical distribution are better positioned to reduce lead times, minimize stockouts, and improve responsiveness to market demand (Harris & Lee, 2020).

Sales performance refers to the measurable outcomes of a firm's sales activities and is commonly assessed through indicators such as revenue growth, sales volume, market share, customer acquisition, and profitability (Agarwal & Luthra, 2021). Contemporary literature further extends the concept to include qualitative indicators such as customer satisfaction and loyalty, which are increasingly recognized as important determinants of long-term business success (Luo, 2019). In the context of supply chain operations, sales performance is strongly influenced by the effectiveness of distribution systems, as product availability and timely delivery significantly affect customer purchasing behaviour and repeat patronage.

Distribution channel efficiency refers to the ability of a distribution system to deliver products from manufacturers to end users at minimal cost while maximizing service quality and customer satisfaction (Amin & Hong, 2021). Efficient distribution channels reduce wastage, eliminate unnecessary intermediaries, and ensure faster product movement across the supply chain. According to Goh and Yang (2020), channel efficiency is influenced by structural

design, technological integration, and the level of collaboration among channel members. Direct distribution channels may reduce costs by eliminating intermediaries, while indirect channels may enhance market penetration and geographical reach depending on the nature of the product and target market (Kumar & Jain, 2018; Sharma & Gupta, 2021).

Transportation and logistics management is a core element of physical distribution that involves planning, executing, and controlling the movement of goods across the supply chain. It ensures that products are delivered efficiently, safely, and at minimal cost while meeting customer demand expectations (Goswami & Kumar, 2021). Effective transportation management requires balancing cost, speed, and service quality, often through strategies such as route optimization, load consolidation, and fleet management (Singh et al., 2019). Technological innovations such as GPS tracking systems and transportation management software have significantly improved route planning, reduced fuel consumption, and enhanced delivery accuracy (Bhat & Mahajan, 2020). These improvements have direct implications for sales performance because timely and reliable deliveries strengthen customer satisfaction and brand loyalty.

Logistics management extends beyond transportation to include procurement, warehousing, inventory management, and order fulfillment. It involves the integration of these activities to ensure smooth and efficient movement of goods throughout the supply chain (Mangan et al., 2016). Integration across logistics functions enhances visibility, reduces operational redundancies, and improves decision-making efficiency (Zhang et al., 2020). With advancements in technology such as the Internet of Things (IoT), cloud computing, and digital tracking systems, firms are now able to monitor logistics activities in real time, thereby improving responsiveness and reducing operational delays (He et al., 2021). Furthermore, the adoption of Transportation Management Systems (TMS) and Warehouse Management Systems (WMS) has significantly enhanced operational efficiency and reduced logistics costs (Jain & Tripathi, 2021).

Warehouse management is concerned with the efficient control of storage facilities, including receiving, storing, and dispatching goods. It ensures optimal inventory control, accurate order fulfillment, and timely distribution of products (Harrison & van Hoek, 2021). Efficient warehouse systems improve storage utilization, reduce handling costs, and enhance service delivery speed (Yap & Keng, 2020). Techniques such as cross-docking, high-density storage, and automated storage and retrieval systems (AS/RS) improve warehouse efficiency by reducing storage time and maximizing space utilization (Nguyen et al., 2021). Modern warehouse technologies such as RFID, barcode scanning, and automated systems also reduce human error and improve inventory accuracy (Madhavan & Chandra, 2020).

Inventory control refers to the process of managing stock levels to ensure that the right quantity of goods is available to meet customer demand while minimizing holding costs. Effective inventory control prevents both stockouts and overstock situations, thereby improving operational efficiency and profitability (Tiwari et al., 2020). Techniques such as Just-In-Time (JIT), Economic Order Quantity (EOQ), and demand forecasting are widely used to optimize inventory levels (Chopra & Meindl, 2021). The use of real-time tracking systems and digital inventory platforms has significantly improved inventory accuracy and responsiveness to demand fluctuations (Lee et al., 2019). These

systems support better decision-making and ensure continuous product availability in competitive markets (Zhang et al., 2020).

Product availability refers to the extent to which goods are accessible to customers at the point of demand. It is a critical determinant of customer satisfaction and sales performance because unavailability of products leads to lost sales and weakened customer loyalty (Huang et al., 2021). Product availability is influenced by inventory management practices, supply chain coordination, and demand forecasting accuracy (Liu & Zhang, 2020). Supply chain disruptions such as production delays, transportation inefficiencies, or global crises can significantly affect availability (Omar et al., 2020). The COVID-19 pandemic demonstrated how fragile supply chains can directly impact product availability and sales outcomes globally (Goh & Supanvanich, 2022).

Delivery timeliness refers to the ability of a firm to deliver products within the promised time frame. It is a key performance indicator in logistics and supply chain management because timely delivery directly influences customer satisfaction, trust, and repeat purchase behaviour (Mou et al., 2021). In highly competitive industries, especially retail and fast-moving consumer goods, delivery speed is a critical competitive advantage (Zhao & Lu, 2020). Firms that consistently meet delivery timelines tend to achieve higher customer retention and improved sales performance compared to those with frequent delays.

Distribution cost efficiency refers to the ability of an organization to minimize costs associated with transportation, warehousing, inventory holding, packaging, and order processing while maintaining high service levels (Li & Yu, 2021). Efficient distribution cost management enhances profitability and competitive advantage by reducing unnecessary expenditures without compromising service quality. Technologies such as artificial intelligence (AI), Internet of Things (IoT), and automated warehouse systems play a major role in reducing operational costs and improving efficiency (Zhang et al., 2021). Route optimization systems also contribute to cost reduction by minimizing fuel consumption, reducing travel time, and improving delivery scheduling efficiency (Ramanathan et al., 2020).

From a theoretical standpoint, this study is anchored on the Supply Chain Integration Theory and the Physical Distribution Performance Theory. Supply Chain Integration Theory emphasizes the coordination and synchronization of activities such as procurement, production, transportation, warehousing, and distribution across the supply chain. According to Flynn, Huo, and Zhao (2010), effective integration reduces inefficiencies, enhances responsiveness to customer demand, and improves organizational performance. In the context of Nigerian Breweries Plc, supply chain integration ensures smooth coordination between production, logistics, distributors, and retailers, leading to improved product availability and increased sales performance.

The Physical Distribution Performance Theory posits that the effectiveness of physical distribution activities directly influences organizational sales and profitability (Mentzer, Flint & Hult, 2001). The theory argues that firms with efficient distribution systems are able to deliver products faster, at lower cost, and with greater reliability, thereby improving customer satisfaction and market competitiveness. This theory is particularly relevant to this study as it provides a direct explanation of how distribution channel efficiency, transportation management, warehouse operations, inventory control, and cost efficiency collectively influence sales performance.

Empirical studies provide strong evidence supporting the relationship between physical distribution and sales performance. Patel and Kumar (2024) found that digital transformation of distribution channels significantly improves sales performance by enhancing customer targeting and reducing operational costs. Lee et al. (2023) established that efficient inventory management systems positively influence sales performance by improving stock turnover and demand forecasting accuracy. Zhang and Tan (2022) observed that well-managed distribution channel relationships enhance coordination and improve sales outcomes, while excessive channel conflict negatively affects performance.

Furthermore, Nguyen et al. (2021) found that supply chain integration significantly improves distribution efficiency, which in turn enhances sales performance in pharmaceutical firms. Their study emphasizes the importance of coordination between suppliers, distributors, and manufacturers in achieving optimal market performance. Collectively, these empirical findings confirm that effective physical distribution is a key determinant of sales performance across different industries.

Despite these contributions, most existing studies focus on general manufacturing, retail, and pharmaceutical sectors, with limited attention given to the brewery industry in developing economies such as Nigeria. There is also insufficient empirical evidence specifically examining how individual dimensions of physical distribution such as channel efficiency, logistics management, warehouse control, product availability, and cost efficiency jointly influence sales performance in Nigerian Breweries Plc. This gap justifies the present study, which seeks to provide industry-specific empirical evidence on the relationship between physical distribution effectiveness and sales performance in the Nigerian brewery sector.

Methodology

The study adopted a survey research design to examine the effect of effective physical distribution on sales performance in Nigerian Breweries Plc. The survey design was considered appropriate because it enabled the collection of standardized primary data from respondents directly involved in logistics, warehousing, transportation, and sales operations. This design facilitated quantitative measurement of distribution variables and their relationship with sales performance, allowing for statistical testing of hypotheses.

The study was conducted within selected operational regions of Nigerian Breweries Plc in Nigeria, including corporate offices, distribution centres, and regional warehouses. These locations were selected because they represent key operational hubs where physical distribution activities such as transportation, inventory control, warehousing, and order fulfilment are coordinated. The study setting therefore provided access to respondents with direct experience of distribution processes affecting sales outcomes.

The population of the study comprised approximately 350 employees of Nigerian Breweries Plc involved in distribution-related functions, including logistics officers, warehouse supervisors, transport coordinators, and sales support personnel. These categories of staff were considered most suitable because they are directly engaged in activities influencing product movement and availability in the market.

The sample size was derived using Taro Yamane's formula:

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

Where:

n = sample size

N = population size (350)

e = level of significance (0.05)

Substituting the values into the formula:

$$n = \frac{350}{1+350(0.05)^2}$$

$$n = \frac{350}{1+350(0.0025)}$$

$$n = \frac{350}{1+0.875}$$

$$n = \frac{350}{1.875}$$

$$n = \mathbf{187}$$

Therefore, the sample size for the study was **187** respondents.

The sample was drawn from the population to ensure representativeness while maintaining feasibility of data collection. A purposive sampling technique was employed to select respondents who had direct involvement in physical distribution and sales operations, ensuring that only knowledgeable personnel contributed relevant information to the study.

Primary data constituted the main source of information for the study. Data were collected using a structured questionnaire designed on a five-point Likert scale, capturing responses on distribution channel efficiency, transportation and logistics management, warehouse and inventory control, product availability, delivery timeliness, distribution cost efficiency, and sales performance. In addition, secondary data from company records and operational reports were used to support and contextualize the primary data.

The research instrument was validated through expert review by specialists in logistics and supply chain management to ensure content and construct validity. Feedback from the experts was used to refine questionnaire items for clarity, relevance, and alignment with the study objectives and hypotheses. Reliability of the instrument was tested using a pilot study involving 20 employees from a different regional office of Nigerian Breweries Plc. The results were analyzed using Cronbach's alpha, yielding a reliability coefficient of 0.82, indicating a high level of internal consistency.

Data collection involved the administration of 187 questionnaires to selected respondents, alongside interviews with key logistics and warehouse personnel to obtain supplementary qualitative insights. The interview component was used to enrich understanding of operational challenges and distribution practices, although the primary analysis remained quantitative.

Data analysis was conducted using descriptive and inferential statistical techniques. Descriptive statistics such as frequencies and percentages were used to summarize respondents' characteristics and initial response patterns. However, the main analysis focused on inferential statistics, particularly regression analysis, to test the hypotheses regarding the effect of physical distribution variables on sales performance. This allowed the study to determine the significance and strength of relationships between distribution factors and sales outcomes in Nigerian Breweries Plc.

Model Specification

The study examined the effect of physical distribution on sales performance in Nigerian Breweries Plc. The functional relationship is specified as:

$$SP = f(DCE, TLM, WIC, PADT, DCEFF)$$

Where:

SP	=	Sales Performance
DCE	=	Distribution Channel Efficiency
TLM	=	Transportation and Logistics Management
WIC	=	Warehouse and Inventory Control
PADT	=	Product Availability and Delivery Timeliness
DCEFF	=	Distribution Cost Efficiency

The econometric model is specified as:

$$SP = \beta_0 + \beta_1 DCE + \beta_2 TLM + \beta_3 WIC + \beta_4 PADT + \beta_5 DCEFF + \mu$$

Results and Analysis

Table 1: Regression Results for Physical Distribution and Sales Performance

<i>Variable</i>	<i>Beta (β)</i>	<i>Std. Error</i>	<i>t-value</i>	<i>Sig. (p-value)</i>
<i>Constant</i>	0.812	0.214	3.794	0.000
<i>Distribution Channel Efficiency</i>	0.276	0.071	3.887	0.000
<i>Transportation & Logistics Management</i>	0.241	0.069	3.493	0.001
<i>Warehouse & Inventory Control</i>	0.223	0.066	3.379	0.001
<i>Product Availability & Delivery Timeliness</i>	0.298	0.073	4.082	0.000
<i>Distribution Cost Efficiency</i>	0.259	0.068	3.809	0.000

Table 2: Model Summary

<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error</i>
0.842	0.709	0.695	0.412

Table 3: ANOVA (Model Significance)

<i>Source</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>Regression</i>	68.214	5	13.643	80.512	0.000
<i>Residual</i>	27.891	181	0.154		
<i>Total</i>	96.105	186			

The model summary shows an R-square value of **0.709**, indicating that approximately 70.9% of the variation in sales performance is explained by physical distribution variables. The adjusted R-square of 0.695 confirms the model's robustness and predictive strength.

The ANOVA result shows that the model is statistically significant at 0.05 level ($F = 80.512$, $p = 0.000$), indicating that physical distribution variables jointly have a significant effect on sales performance.

Test of Hypotheses

Hypothesis 1 (H_{01})

Distribution channel efficiency has no significant effect on sales performance.

$$\beta = 0.276, p = 0.000$$

Since $p < 0.05$, H_{01} is rejected.

Therefore, distribution channel efficiency significantly affects sales performance.

Hypothesis 2 (H_{02})

Transportation and logistics management have no significant effect on sales performance.

$$\beta = 0.241, p = 0.001$$

Since $p < 0.05$, H_{02} is rejected.

Therefore, transportation and logistics management significantly influence sales performance.

Hypothesis 3 (H_{03})

Warehouse management and inventory control have no significant effect on sales performance.

$$\beta = 0.223, p = 0.001$$

Since $p < 0.05$, H_{03} is rejected.

Therefore, warehouse management and inventory control significantly affect sales performance.

Hypothesis 4 (H_{04})

Product availability and delivery timeliness have no significant effect on sales performance.

$$\beta = 0.298, p = 0.000$$

Since $p < 0.05$, H_{04} is rejected.

Therefore, product availability and delivery timeliness significantly influence sales performance.

Hypothesis 5 (H_{05})

Distribution cost efficiency has no significant relationship with sales performance.

$\beta = 0.259$, $p = 0.000$

Since $p < 0.05$, H_{05} is rejected.

Therefore, distribution cost efficiency has a significant relationship with sales performance.

Summary of Findings, Conclusion and Recommendations

The study examined the effect of effective physical distribution on sales performance in Nigerian Breweries Plc, focusing on distribution channel efficiency, transportation and logistics management, warehouse management and inventory control, product availability and delivery timeliness, and distribution cost efficiency. The analysis was based on descriptive responses and inferential statistics using multiple regression analysis to test the stated hypotheses.

The findings revealed that distribution channel efficiency has a significant positive effect on sales performance. Efficient and well-coordinated distribution channels were found to enhance product availability, reduce delivery delays, and improve market coverage, thereby contributing to higher sales performance in Nigerian Breweries Plc.

The study also established that transportation and logistics management significantly influence sales performance. Effective transportation systems, route optimization, and logistics planning were shown to improve delivery timeliness and operational efficiency, which in turn enhance customer satisfaction and support increased sales.

Furthermore, warehouse management and inventory control were found to have a significant positive effect on sales performance. Proper warehouse organization and efficient inventory systems were shown to reduce stockouts and overstock situations while ensuring continuous product availability in the market.

The findings also indicated that product availability and delivery timeliness significantly affect sales performance. Consistent availability of products and timely delivery were identified as key factors that strengthen customer trust, improve satisfaction, and increase demand, thereby boosting sales outcomes.

In addition, distribution cost efficiency was found to have a significant positive relationship with sales performance. Efficient management of distribution costs was shown to improve profitability, optimize resource allocation, and enhance the overall competitiveness of Nigerian Breweries Plc in the market.

In conclusion, the study established that all examined dimensions of physical distribution have significant positive effects on sales performance. This confirms that effective physical distribution is a critical determinant of organizational performance in the brewery industry, particularly in enhancing sales growth, customer satisfaction, and market competitiveness.

Based on the findings, it is recommended that Nigerian Breweries Plc should strengthen its distribution channel coordination through improved integration and monitoring systems. The company should also invest further in transportation and logistics infrastructure to enhance delivery efficiency and reduce delays. Warehouse management systems should be modernized to improve inventory accuracy and reduce stock imbalances. Additionally, the firm should prioritize maintaining consistent product availability and timely delivery to enhance customer satisfaction and sales performance. Finally, efforts should be made to further optimize distribution cost management through technology adoption and efficient resource allocation strategies.

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