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Enhancing Supply Chain Management for Improved Performance: A Case Study of Mambilla Beverages Nig. Limited

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Abstract

In today's dynamic business environment, effective supply chain management (SCM) is crucial for organizations seeking to enhance performance and gain a competitive edge. This study investigates the impact of Supplier Relationship Management (SRM) and Transportation Efficiency (TE) on the performance of Mambilla Beverages Nig. Limited (MBNL). The research adopts a quantitative approach, utilizing survey data collected from 171 respondents within the organization. The findings reveal significant positive effect of SRM, TE, on MBNL's performance, as evidenced by regression analysis results.

Specifically, the study finds that strong supplier relationships and efficient transportation logistics significantly contribute to MBNL's sales performance. Based on these findings, recommendations are provided for MBNL to strengthen supplier relationships, enhance transportation efficiency, embrace technology, and prioritize training and development initiatives. By implementing these recommendations, MBNL can optimize its supply chain operations, improve operational efficiency, and achieve sustainable growth in the competitive beverage industry.

Keywords: Supply Chain Management, Supplier Relationship Management, Transportation Efficiency, Performance, Beverage Industry, Nigeria

1. Introduction

1.1 Background to the Study

Optimizing supply chain management (SCM) is essential for organizations in the current global market to enhance performance and remain competitive. The local beverage business in Nigeria recognizes the strategic importance of supply chain management in order to maximize operational efficiency, enhance consumer satisfaction, and promote sustainable growth (Chari, 2016). Supply chain management (SCM) refers to an organization's capacity to acquire, procure, manufacture, and distribute its goods and services (Chopra & Meindl, 2021) ^[4]. The management of raw materials, work in progress, finished items, and information flow across the whole supply chain network encompasses many entities such as suppliers, manufacturers, distributors, retailers, and end users. According to Kannan and Tan (2018) ^[7], the primary objectives of supply chain management are to optimize efficiency, reduce expenses, enhance customer satisfaction, and gain a competitive advantage. Efficient supply chain management requires strategic decision-making, stakeholder collaboration, process integration, and continual improvement to maximize performance and meet the dynamic market needs.

Based on the existing research, there are several independent variables that have a notable impact on the effectiveness of supply chain management (SCM) in the beverage sector (Sarkis, 2017 & Wong) ^[9]. Strategies for Supplier Relationship Management (SRM) are included in this category. SRM involves collaborating with suppliers in a sincere and reliable manner (Chari, 2016). Transportation efficiency plays a vital role in achieving organizational alignment and performance. The dependent variables of this study encompass sales success and competitiveness, which are crucial elements of organizational performance. Competitiveness is measured by many indicators like as market share, profitability, operational efficiency, and customer satisfaction. These metrics indicate the organization's potential to succeed in the market and surpass its competitors (Chari, 2016). Metrics such as revenue, sales volume, customer acquisition, and market share are components

of sales performance, which has significant importance for Micro, Small, and Medium Enterprises (MSMEs) like Mambilla Beverages Nig. Ltd. The data demonstrates the effectiveness of supply chain management (SCM) techniques in driving revenue growth and extending market reach. Mambilla Beverages Nig. Ltd. operates in a dynamic and competitive business environment due to the ever-changing regulatory framework, customer preferences, and market trends. Hence, the firm has several challenges and opportunities in its efforts to enhance its supply chain for the purpose of effectively and environmentally satisfying customer demands. The objective of this research is to analyze the correlation between supply chain management optimization and organizational performance in order to assist Mambilla Beverages Nig. Ltd., a firm in the beverage industry, in enhancing its competitive position and market performance.

1.2 Statement of the Problem

In order to flourish and maintain a competitive edge, beverage firms require effective supply chain management (SCM). According to Chari (2016), empirical research indicates that the beverage sector still has significant room for improvement in optimizing its supply chain management (SCM). Regarding Supplier Relationship Management (SRM) projects, Chari specifically identifies issues pertaining to suppliers' trust, credibility, and participation. Frimpong and Asare (2015) emphasize that the beverage industry is concerned with optimizing transportation efficiency. The aim of this research is to identify and address the issues related to supply chain management (SCM) optimization in the beverage industry, with a specific focus on improving transportation efficiency and managing supplier relationships.

1.3 Objectives of the Study

The broad objective of the study is to investigate the effect of supply chain management (SCM) on the performance of Mambilla Beverages Nig. Ltd.

1. Assess the effect of Supplier Relationship Management on Mambilla Beverages Nig. Ltd.
2. Determine the effect of Transportation Efficiency on Mambilla Beverages Nig. Ltd.

1.4 Research Question

Based on the objectives of the study the following research questions were raised:

1. What is the effect of Supplier Relationship Management on Mambilla Beverages Nig. Ltd.?
2. How does Transportation Efficiency impact Mambilla Beverages Nig. Ltd.?

1.5 Hypotheses of the Study

1. **H01:** There is no significant effect of Supplier Relationship Management on Mambilla Beverages Nig. Limited.
2. **H02:** There is no significant effect of Transportation Efficiency on Mambilla Beverages Nig. Limited.

2. Literature Review (Conceptual, Theoretical and Empirical)

2.1 Conceptual Review

Supply Chain Management

Chopra and Meindl (2021) ^[4] define supply chain management as the methodical coordination and integration of all the stages involved in the production and distribution of a product or service, from its creators to its final consumers. Supply chain management involves strategically organizing and integrating all activities associated to sourcing, procurement, production, and distribution to provide a seamless flow of products and information from suppliers to customers (Chopra & Meindl, 2021) ^[4].

Supply chain management (SCM) refers to the intricate network of activities involved in sourcing, procurement, production, and distribution. It serves as the foundation of modern businesses. Its fundamental role is to ensure the seamless transmission of goods and data from producers to consumers. Effective supply chain management (SCM) simplifies operations, reduces costs, and enhances customer satisfaction by enhancing procedures and eliminating inefficiencies (Chopra & Meindl, 2021) ^[4].

Developing and sustaining favorable relationships with suppliers enables firms to mitigate supply chain risks, get more favorable agreements, and guarantee a consistent flow of raw materials. Efficient transportation management leads to fast delivery of products, decreased transit times, and elimination of transportation costs. Integrating information technology (IT) into supply chain management (SCM) enhances it by providing firms with data analytics, automation, and real-time visibility. This enables them to promptly address market needs (Singh, *et al.*, 2018; Wong, & Wong, 2017) ^[11, 13]. Organizations must consistently adjust and refine their supply chain management (SCM) techniques in order to remain competitive in the dynamic business environment of today. Therefore, continuous improvement is crucial. Supply chain management (SCM) is essential for achieving operational excellence, enhancing supply chain resilience, and delivering value to customers.

Dimension of Supply Chain Management

The independent variables chosen to investigate the optimization of supply chain management (SCM) in the beverage sector are Strategies for Supplier Relationship Management (SRM) and Transportation Efficiency. The decision was based on the significance of the beverage sector and the significant impact of the determinants on supply chain management (SCM) performance. Key determinants of success in supply chain management (SCM) encompass the utilization of supplier relationship management (SRM) strategies, which have an effect on the reliability of the supply chain, the negotiation of terms, and the implementation of risk mitigation procedures. These strategies involve establishing trust, credibility, and fostering collaboration with suppliers (Chari, 2016). Efficient transportation is crucial for optimizing supply chain management, particularly in areas such as beverage production where timely delivery is of utmost importance.

Efficient transportation management leads to decreased expenses, faster delivery times, and enhanced supply chain efficiency (Frimpong & Asare, 2015). Therefore, these characteristics were chosen due to their crucial significance in enhancing supply chain management efficiency and addressing significant challenges in the beverage industry.

A. Supplier Relationship Management (SRM): Supplier relationship management (SRM) refers to the organized management of contacts and relationships with suppliers to ensure the procurement of high-quality goods or services, prompt delivery, and favorable terms and conditions (Chari, 2016). Supplier relationship management (SRM) is a crucial component of supply chain management. It involves the systematic management and development of relationships with suppliers to achieve various strategic objectives. Organizations may ensure the procurement of high-quality goods or services, timely delivery, and favorable terms and conditions by focusing on creating and sustaining partnerships with suppliers.

Effective supplier relationship management (SRM) requires the establishment of transparent channels of communication, fostering a culture of honesty and transparency, and closely collaborating with suppliers to align objectives and expectations. Organizations may enhance their decision-making and mitigate supply chain risks by utilizing Supplier Relationship Management (SRM) approaches. These techniques offer valuable insights on suppliers' skills, performance, and dependability. According to Shekarian and Tavana (2017)^[10], organizations may achieve continual development and market competitiveness by establishing strong relationships with their suppliers, which facilitate cooperation and innovation. Effective Supplier Relationship Management (SRM) significantly enhances supply chain performance, operational efficiency, and customer value (Daniel, 2021).

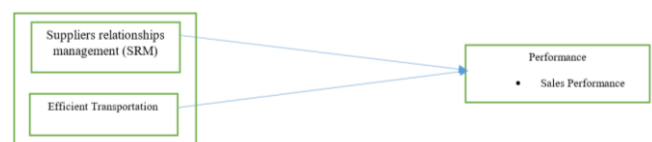
B. Transportation Efficiency: Transportation efficiency, as defined by Frimpong and Asare (2015), refers to the level of effectiveness and productivity of transportation activities within the supply chain. This include activities such as selecting the most economical means of transportation, optimizing routes, and ensuring timely delivery of goods to customers. Transportation efficiency is a crucial aspect of supply chain management, encompassing the effective and efficient movement of items from producers to consumers (Maduku, *et al.*, 2018). The process involves several stages, such as selecting the optimal and cost-effective transportation choices, strategizing routes to minimize travel time and costs, and ensuring timely delivery of items to customers.

Efficient transportation management leads to enhanced supply chain performance, reduced operating expenses, and timely delivery, as per customer expectations. Optimizing logistics operations, enhancing delivery reliability, and attaining a competitive advantage may be accomplished by reducing transportation methods. According to Asare and Frimpong (2015), companies can effectively adapt to changing customer demands and market conditions by having efficient transportation networks. This, in turn, enhances the resilience and agility of the supply chain. Transportation efficiency should be a primary concern when it comes to supply chain operations and customer satisfaction.

Performance of Mambilla Beverages Nig. Ltd

In order to completely understand the market competitiveness and revenue generating capabilities of Mambilla Beverages Nig. Ltd., it is necessary to analyze the company's performance in terms of sales. The study investigates the effectiveness of the company's sales strategies, such as acquiring new clients, retaining existing ones, and positioning products, by applying the sales performance dimension (Daniel, 2021)^[5]. The objective of the research is to assess the efficacy of the company's sales processes by conducting a comprehensive analysis of sales data, market trends, and customer feedback, in order to identify areas of strength and areas that may benefit from improvement. This research can provide a clearer understanding of market share, customer satisfaction, and prospective revenue development by establishing a connection between sales success and overall organizational performance. By employing this approach, all participants may enhance their sales tactics, effectively distribute resources, and execute prosperous initiatives to penetrate untapped areas.

The significance of sales activities in driving organizational success and market competitiveness is demonstrated by the inclusion of sales performance as a key component in assessing the performance of Mambilla Beverages Nig. Ltd. The utilization of sales performance measurements may enhance the comprehension of an organization's ability to meet customer requests, exploit market opportunities, and achieve revenue objectives (Daniel, 2021)^[5]. The research provides a comprehensive evaluation of the company's sales performance and efficiency through the analysis of parameters such as customer lifetime value, client acquisition expenditures, revenue growth, and sales volume. This study offers a comprehensive analysis of the development and performance of Mambilla Beverages Nig. Ltd. It assesses sales data in conjunction with other organizational indicators such as marketing effectiveness and operational efficiency.



Source: Researchers Conceptualization, (2024)

Fig 1: Conceptual Framework

Fig 1 Conceptual Framework depicts the theoretical underpinnings and key components of the study's research framework. At its core, the conceptual framework outlines the relationships between the independent variables (Supplier Relationship Management and Transportation Efficiency), the dependent variable (Performance of Mambilla Beverages Nig. Ltd.). The framework illustrates how Supplier Relationship Management and Transportation Efficiency directly affect the performance of Mambilla Beverages Nig. Ltd. Through effective Supplier Relationship Management practices, such as trust-building and cooperation with suppliers, the company can ensure the procurement of high-quality goods and services, which in turn enhances its overall performance (Chari, 2016). Similarly, optimizing Transportation Efficiency contributes

to improved supply chain operations, timely deliveries, and cost savings, ultimately leading to enhanced organizational performance (Frimpong & Asare, 2015). Furthermore, the framework highlights Sales Performance as a mediating variable that links the independent variables to the dependent variable. Sales Performance serves as a critical intermediary through which Supplier Relationship Management and Transportation Efficiency influence the overall performance of Mambilla Beverages Nig. Ltd. By analyzing and understanding these relationships, the study aims to provide valuable insights into the factors driving organizational performance within the beverage industry.

2.2 Theoretical Framework

Wernerfelt (1984) and Barney (1991) formulated the Resource-Based View (RBV), which posits that a company's competitive advantage stems from its unique amalgamation of resources and capabilities. In order to sustain a competitive advantage in the long run, firms require VRIN resources, which are characterized by being valuable, rare, inimitable, and non-substitutable (Barney, 1991). The study of supply chain management optimization in the beverage industry utilizes the Resource-Based View (RBV) as a valuable framework to analyze the influence of different resources and skills on business results. The research can assess the firm's competitive advantages in terms of cost efficiency, product quality, and customer satisfaction by examining its internal resources, including supplier linkages, technological infrastructure, and human capital (Barney, 1991; Wernerfelt, 1984).

In addition, the Resource-Based View (RBV) demonstrates how firms may achieve their supply chain management strategy objectives by effectively utilizing their resources and skills. For instance, as stated by Barney (1991), firms may enhance supply chain innovation and operational efficiency by fostering strong relationships with their suppliers. Suppliers have the ability to offer organizations with distinctive resources and knowledge, which is why this occurs. RBV emphasizes the importance of dynamic capabilities, which refer to a company's ability to modify and refresh its resources over time, in order to sustain a competitive advantage (Teece *et al.*, 2017). Therefore, the research will explore how Mambilla Beverages Nig. Ltd. achieves long-term success in the beverage industry through strategic resource and competency management, including its supplier alliances and transportation infrastructure.

2.3 Empirical Review

In his study, Chari (2016) examines the impact of supplier relationship management (SRM) on the competitiveness of manufacturing enterprises in Zimbabwe's bread sector. Chari employed a case study methodology to conduct a descriptive survey on the entire target group of 30 individuals, utilizing a qualitative approach instead of sampling. The study attempted to address the limitations of traditional buyer-supplier relations, which mostly focus on pricing, by assessing the effectiveness of SRM strategies in enhancing organizational competitiveness. The research findings emphasized the significance of Supplier Relationship Management (SRM) in enhancing the ability of bread manufacturing companies to enhance supplier responsiveness and decrease procurement costs. The need of maintaining suppliers' confidence, credibility, and collaboration as crucial strategies for a successful Supplier

Relationship Management (SRM) implementation was acknowledged. The investigation revealed that there were challenges in developing effective connections with suppliers, including a lack of support from senior management and an obsolete IT infrastructure. The research concluded that manufacturing organizations should view Supplier Relationship Management (SRM) as an essential strategic requirement for maintaining competitiveness in the market and should give it high priority.

Frimpong and Asare (2015) determine the optimal transportation cost for a Ghanaian beverage industry located in the Kumasi-Ashanti Region. The objective of the research is to enhance the transportation logistics of the beverage company by utilizing POM-QM for Windows 4 software and starting with Vogel's Approximation Method (VAM) as the first approach. A survey was sent to the company's employees to collect data. Based on the research findings, the optimal transportation cost for the beverage company is GHC3,174,635.00, subject to specific criteria. An investigation was conducted to determine the shipping capability of several facilities to transport varying quantities of bottled drinks to many destinations, including Accra, Tamale, Kumasi, Techiman, Sunyani, and Koforidua. The implementation of the recommended mathematical model might result in substantial cost savings for the company, amounting to around \$11,020.00 USD. The corporation has the option to reinvest these savings in order to enhance production in other departments. The primary principles in the research are transportation, beverage company, ideal table, manufacturing, and optimal transportation cost.

Daniel (2021) ^[5] examines the impact of product diversification and social media utilization on the sales performance of MSMEs (Micro, Small, and Medium Enterprises) in Sidoarjo. The report acknowledges the rapid advancement of communication technology, particularly the dominance of Instagram and WhatsApp in promoting items. When the COVID-19 outbreak emerged, there was a significant transition towards online commerce, which placed established enterprises in a vulnerable situation. Indranta's research aims to determine the impact of diversifying commodities and utilizing social media on the sales of MSMEs in Sidoarjo. The study employed purposive sampling to survey 100 micro, small, and medium-sized enterprises (MSMEs) in the food and beverage industry. The findings revealed that diversifying goods and utilizing social media platforms had a positive influence on sales performance. This highlights the essentiality of MSME sales to adopt technology advancements and utilize online platforms for promoting their products.

2.4 Gap in Literature

A significant gap in the current body of research is the absence of thorough investigations that especially concentrate on enhancing supply chain management (SCM) in the beverage sector in Nigeria. Although studies conducted by Chari (2016), Frimpong and Asare (2015), and Daniel (2021) ^[5] offer valuable insights into topics such as supplier relationship management, transportation efficiency, and sales performance, there is a lack of research specifically focused on optimizing supply chain management within the Nigerian beverage sector. Considering the distinct obstacles and dynamics of the Nigerian market, such as infrastructural constraints, complicated regulations, and fluctuations in market demand,

it is essential to do focused study to explore the strategies and most effective methods for improving supply chain management in this specific environment. Moreover, prior research has predominantly concentrated on isolated components of supply chain management, rather than offering a comprehensive perspective of the complete supply chain process in the beverage sector. Thus, there is a potential for further investigation to address this deficiency by examining the many aspects of supply chain management (SCM) and finding customized strategies to optimize productivity, minimize expenses, and boost overall performance in the Nigerian beverage sector.

3. Methodology

The methodology of this study relies mostly on quantitative approaches, with a particular emphasis on the survey research design. In order to conduct a comprehensive analysis of the elements in the study, researchers chose to use a survey research approach that would systematically

collect quantitative data from a large sample.

The study's population consists of 121 employees from Mambilla Beverages Nig. Ltd., as reported by the company's management in 2024. The research included a total of 121 participants who were selected randomly among the workforce of Mambilla Beverages Nig. The selection process used a census sampling approach. A comprehensive assessment of several aspects of supply chain management is conducted using a structured questionnaire consisting of multiple-choice questions. Before being administered, the questionnaire underwent a pilot test to assess its clarity and reliability. Participants get clear instructions and guarantees of confidentiality when data collection takes place via technological or in-person methods.

The data underwent statistical analysis, including methods such as descriptive and inferential analysis to evaluate hypotheses (specifically regression analysis), utilizing software such as SPSS.

Table 1: Reliability Test

S. No	Variable	Cronbach alpha value
1	Supplier Relationship Management (SRM)	0.78
2	Transportation Efficiency	0.72
3	Profitability of Mambilla Beverages Nig. Limited	0.78

Source: SPSS V25, 2024

These findings suggest that the items within each variable are consistently measuring the same underlying construct. A Cronbach's alpha value of 0.70 or higher is generally considered acceptable for research purposes, indicating that the variables in this study have good internal reliability (Hair *et al.*, 2019) ^[15].

Model of the Study

$$P = \beta_0 + \beta_1 SRM + \beta_2 TE + \varepsilon$$

Where:

Dependent Variable:

P = Profitability of Mambilla Beverages Nig. Limited

Independent Variables:

SRM = Supplier Relationship Management (SRM)

TE = Transportation Efficiency.

If the p-value associated with any of the regression coefficients ($\beta_1, \beta_2, \beta_3$) is less than the chosen significance level (typically 0.05), we reject the null hypothesis for that variable, indicating a significant effect on profitability.

If the p-value is greater than 0.05, we fail to reject the null hypothesis, suggesting that the variable does not have a significant effect on profitability at the chosen significance level.

4. Result and Discussion of Findings

Out of the 182 questionnaires distributed to the respondents, 171 valid questionnaires were returned, forming the basis for the analysis. The tables presented below depict the frequency of responses from the participants concerning both the dependent and independent variables. This summary of the data is essential for gaining insights into the relationship between the variables under investigation.

Table 2: Efficient Transportation

	SA	A	U	D	SD
Deliveries from suppliers to the company are consistently timely.	0(0.0%)	0(0.0%)	0(0.0%)	62(36.3%)	109(63.7%)
The company meets its delivery commitments to customers without delays.	0(0.0%)	0(0.0%)	0(0.0%)	53(31.0%)	118(69.0%)
Transportation schedules are efficiently coordinated to minimize transit times.	0(0.0%)	0(0.0%)	0(0.0%)	67(39.2%)	104(60.8%)
Overall, transportation logistics contribute positively to timely order fulfillment.	0(0.0%)	26(15.2%)	10(5.8%)	53(31.0%)	82(48.0%)

Source: SPSS V25, 2024

Table 2 illustrates the responses regarding efficient transportation within Mambilla Beverages Nig. Ltd.'s supply chain, categorized by levels of satisfaction. A notable 63.7% of respondents expressed dissatisfaction (SD) with the consistent timeliness of deliveries from suppliers to the company. Similarly, a significant 69.0% reported dissatisfaction (SD) with the company's ability to meet delivery commitments to customers without delays. Furthermore, 60.8% of respondents expressed dissatisfaction

(SD) with the efficient coordination of transportation schedules to minimize transit times. However, there was some positivity, with 48.0% of respondents expressing satisfaction (D) with transportation logistics' overall contribution to timely order fulfillment. These findings suggest potential areas for improvement in supplier delivery reliability, order fulfillment processes, and transportation scheduling to enhance the efficiency of Mambilla Beverages Nig. Ltd.'s supply chain operations.

Table 3: Supplier Relationship Management (SRM)

	SA	A	U	D	SD
The company maintains effective communication with its suppliers.	0(0.0%)	0(0.0%)	0(0.0%)	46(26.9%)	125(73.1%)
Suppliers promptly respond to queries and concerns from the company.	0(0.0%)	0(0.0%)	0(0.0%)	65(38%)	106(62.0%)
Collaboration between the company and its suppliers in resolving issues is rated positively.	0(0.0%)	0(0.0%)	0(0.0%)	63(36.8%)	108(63.2%)
The company provides feedback to suppliers regarding performance on a regular basis.	0(0.0%)	2(1.2%)	5(2.9%)	73(42.7%)	91(53.2%)
Overall, relationships between the company and its suppliers are strong.	0(0.0%)	0(0.0%)	0(0.0%)	46(26.9%)	125(73.1%)

Source: SPSS V25, 2024

Table 3 presents the responses regarding Supplier Relationship Management (SRM) within Mambilla Beverages Nig. Ltd.'s operations, categorized by levels of satisfaction. A considerable 73.1% of respondents expressed dissatisfaction (SD) with the company's effective communication with its suppliers. Similarly, 62.0% reported dissatisfaction (SD) with suppliers' promptness in responding to queries and concerns from the company. Furthermore, 63.2% of respondents expressed dissatisfaction (SD) with the collaboration between the company and its

suppliers in resolving issues. However, there was some positivity, with 53.2% of respondents indicating dissatisfaction (SD) with the company's provision of feedback to suppliers regarding performance on a regular basis. Overall, the findings suggest potential areas for improvement in communication, responsiveness, collaboration, and feedback mechanisms to strengthen the relationships between Mambilla Beverages Nig. Ltd. and its suppliers.

Table 4: Performance (P)

	SA	A	U	D	SD
The sales performance of Mambilla Beverages Nig. Limited has consistently improved over the past year.	0(0.0%)	25(14.6%)	4(2.3%)	65(38.0%)	77(45.0%)
Mambilla Beverages Nig. Limited meets or exceeds its sales targets regularly.	0(0.0%)	13(7.6%)	2(1.2%)	82(48.0%)	74(43.3%)
The company's sales margins have improved compared to previous years.	0(0.0%)	18(10.5%)	0(0.0%)	62(36.3%)	91(53.2%)
Mambilla Beverages Nig. Limited is considered to have a strong and stable sales performance.	0(0.0%)	0(0.0%)	11(6.4%)	63(36.8%)	97(56.7%)

Source: SPSS V25, 2024

Table 4 presents the responses regarding the sales performance (P) of Mambilla Beverages Nig. Limited. The findings indicate that a significant portion of respondents, 45.0%, perceive that the sales performance of the company has consistently improved over the past year, with 14.6% agreeing strongly. Additionally, 48.0% of respondents believe that the company regularly meets or exceeds its sales targets, while 43.3% agree moderately. Furthermore, 53.2% of respondents agree that the company's sales margins have improved compared to previous years, with 36.3% expressing moderate agreement. Finally, the majority of respondents, 56.7%, consider Mambilla Beverages Nig. Limited to have a strong and stable sales performance, with 36.8% expressing moderate agreement. These findings suggest an overall positive perception of the company's sales performance among the respondents.

Descriptive Statistics

Table 5: Descriptive Statistics

	Mean	Std. Deviation	Tolerance	VIF
SRM	3.0263	.33309		
TE	3.0226	.31037	.975	1.026
P	3.0148	.36530	.975	1.025

Source: SPSS V25, 2024

Table 5 displays the descriptive statistics for the variables Supplier Relationship Management (SRM), Transportation Efficiency (TE), and Performance (P). The mean scores for SRM, TE, and P are 3.0263, 3.0226, and 3.0148, respectively. The standard deviations for SRM, TE, and P are .33309, .31037, and .36530, respectively. Additionally, the tolerance values for TE and P are .975, with corresponding variance inflation factor (VIF) values of

1.026 and 1.025, respectively. These statistics provide insight into the central tendency and variability of the variables, as well as indications of multicollinearity, with all VIF values being close to 1, suggesting no significant multicollinearity issues among the variables.

Hypotheses testing

Summary of Regression Results

Table 6: Regression Results of the Model

Variables	Coefficient	t-value	Probability value
Constant	8.2075	4.77	0.000
CPP	0.66	2.337	0.008
DCP	0.87	7.755	0.000
Overall R ²	0.73		
Fstat.	181.678		
P-value	0.000		

Note: SPSS 25.0 Output

The regression results in Table 6 provide evidence to test the hypotheses of the study regarding the effects of Supplier Relationship Management (SRM) and Transportation Efficiency (TE) on Mambilla Beverages Nig. Limited (MBNL).

For Hypothesis 1 (H01), which posits that there is no significant effect of Supplier Relationship Management on MBNL

the coefficient for the variable CPP (representing SRM) is statistically significant at $p < 0.05$ ($t\text{-value} = 2.337$, $p = 0.008$). Since the probability value is less than the conventional significance level of 0.05, we reject the null hypothesis H01. Therefore, there is sufficient evidence to conclude that Supplier Relationship Management has a significant effect on MBNL. The findings are consistent

with prior research highlighting the importance of effective supplier relationships in enhancing organizational performance (Chari, 2016).

Similarly, for Hypothesis 2 (H02), which suggests that there is no significant effect of Transportation Efficiency on MBNL

The coefficient for the variable DCP (representing TE) is highly statistically significant with a t-value of 7.755 and a probability value of 0.000 ($p < 0.05$). Hence, we reject the null hypothesis H02. This implies that Transportation Efficiency significantly affect the performance of MBNL. These findings are in line with previous studies emphasizing the critical role of efficient transportation logistics in improving organizational performance (Frimpong & Asare, 2015).

5. Findings

5.1 Conclusion

In conclusion this study emphasizes the vital importance of supply chain management (SCM) strategies, namely Supplier Relationship Management (SRM) and Transportation Efficiency (TE), in influencing the performance of Mambilla Beverages Nig. Limited (MBNL). Evidence indicates that both supplier relationship management (SRM) and transportation efficiency (TE) significantly influence MBNL's success. This highlights the importance of building effective relationships with suppliers and managing shipping logistics. The findings offer valuable insights for MBNL and other beverage companies, emphasizing the need of prioritizing supply chain management (SCM) projects to enhance operational efficiency, customer satisfaction, and overall competitiveness. While this work does contribute significantly to the existing information, it is crucial to acknowledge its shortcomings.

5.2 Recommendation

Based on the findings of this study, several recommendations can be proposed for Mambilla Beverages Nig. Limited (MBNL) and similar beverage companies:

1. MBNL should invest in fostering strong and collaborative relationships with its suppliers. This includes regular communication, providing feedback on performance, and resolving issues promptly. By enhancing Supplier Relationship Management (SRM) practices, MBNL can ensure a reliable and consistent supply of raw materials, thereby minimizing disruptions in production and improving overall efficiency.
2. MBNL should focus on optimizing its transportation logistics to minimize transit times, improve delivery reliability, and reduce costs. Implementing advanced IT systems for tracking shipments, coordinating schedules, and utilizing data analytics tools for demand forecasting can enhance Transportation Efficiency (TE) and streamline operations.

5.3 Contribution to knowledge

This study contributes to the understanding of supply chain management (SCM) in the beverage industry by investigating the impact of Supplier Relationship Management (SRM) and Transportation Efficiency (TE) on the performance of Mambilla Beverages Nig. Ltd. Through empirical research and quantitative analysis, the study finds that both SRM and TE significantly influence the

organizational performance of MBNL.

Specifically, effective supplier relationships and efficient transportation logistics contribute to improved operational and financial outcomes for the company. These findings provide valuable insights for beverage industry practitioners, policymakers, and researchers, offering practical implications for enhancing SCM practices and driving competitive advantage in dynamic market environments.

Overall, this research contributes to the body of knowledge in SCM, offering context-specific insights and methodological advancements that can inform strategic decision-making and improve supply chain performance in the beverage industry.

5.4 Area for Further Studies

Further studies in the realm of supply chain management (SCM) within the beverage industry could explore several avenues for deeper understanding and improvement. Firstly, research could delve into the dynamics of supplier relationships, examining factors such as trust-building mechanisms, communication strategies, and collaborative initiatives to enhance supplier engagement and performance. Additionally, investigations into the role of technology in optimizing transportation efficiency could provide valuable insights into the adoption of innovative solutions such as data analytics, automation, and real-time tracking systems.

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