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**Filière
Marketing**

**DISTRIBUTION CHANNEL AND PERFORMANCE OF
BAKERY FIRMS IN CAMEROON : CASE STUDY OF
BOULANGERIE CALAFATAS (BC) YAOUNDE**

Mémoire de fin d'étude

En vue de l'obtention du Diplôme de Professeur d'Enseignement
Technique et
Professionnel de 2e grade (DIPET II)

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CERTIFICATION

This is to certify that this piece of work entitled “Distribution Channel and Performance of Bakery Firms in Cameroon: Case study of Boulangerie Calafatas (BC) Yaounde” was fully done by TAWANI EPSE SUH I CHANTAL AKWI. It is an original work which has not been defended in view of obtaining any academic certificate.

SUPERVISOR: Dr SAMBA Michel Cyrille.

DATE

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SIGNATURE

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To my husband

ACKNOWLEDGEMENTS

The completion of this work could not have been a sole initiative. To this effect, I wish to extend my sincere gratitude to those who assisted me in one way or the other in the realisation of this work. I am greatly indebted to Dr Samba Michel Cyrille, who, in spite of his tight schedule accepted to supervise the work. I thank all lecturers of the Department of Innovation and the entire staff of ENSET Ebolowa who imparted me knowledge. I particularly wish to thank those workers and customers of Calafatas who accepted to provide me information that was used as data in this work. I equally thank my entire family without forgetting those who gave me the moral and financial support to realise this work.

ABSTRACT

The title of this research work is 'Distribution channel and performance of bakery firms in Cameroon: Case study of Boulangerie Calafatas, Yaounde'. Its main objective is to examine the relationship between distribution channel and performance in the bakery firm, an area that has been neglected. To investigate this relationship and its impact, data was collected with the help of a questionnaire and interview guide within the framework of the observation and fieldwork methods. The data was then analysed using the Statistics Package for Social Science (SPSS). Results obtained indicate that there is a weaker correlation between distribution channel strategy and performance. This weak correlation is due to the fact that some of the bakery firms have not yet tried the strategy of extending sales points. Calafatas like many other bakeries could boost their performance further if its distribution management innovates by identifying and establishing sales points in strategic neighbourhoods. This will not only increase visibility and outreach, but will also increase profit and boost performance.

RÉSUMÉ

Le titre de cette étude est « Distribution channel and performance of bakery firms in Cameroon: Case study of Boulangerie Calafatas, Yaounde » Cette étude part du constat fait que la littérature a souvent négligé ou alors très peu étudié la question du rapport entre chaîne de distribution et performance surtout dans les entreprises à caractère alimentaire tel que des boulangeries. A partir des informations collectées auprès des employés et clients de Calafatas, puis analysées à l'aide du système de statistique de stockage en science sociale (SPSS), il ressort qu'il y a une faible corrélation entre la chaîne de distribution et la performance en entreprise. Ceci est dû au fait que ces entreprises n'ont pas encore adopté la stratégie qui consiste en l'extension des points de ventes. L'on constate par exemple que l'extension de point de vente en milieu stratégique pourrait accroître non seulement la visibilité mais aussi la vente et la performance dans les entreprises à caractère alimentaire dont Boulangerie Calafatas (BC). Par conséquent, ces entreprises sont ainsi appelées à innover en établissant les points de ventes dans les endroits stratégiques de la ville et ses environs. Cette stratégie est en elle-même pourrai être un indicateur de performance.

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GENERAL INTRODUCTION

A major challenge facing businesses today is how to get a product to its final consumers. Even with the advent of the internet, as amongst the latest and efficient channels, producers still find it hard to put the product at the disposal of the user. The relationship between the producer and the user is determined by the nature of distribution channel. Thus the importance of distribution channel in business cannot be undermined. Although much has been written on distribution channels including the famous work of McCarthy (1975) on the 4ps (Price, Promotion, Product and Place), we still find the subject relevant today. Not all producers meet the 4ps expectation of McCarthy and those who try to meet it are faced with some challenges along the way. It is therefore important to further investigate distribution channel as a determinant of firm performance and marketing success.

By definition, a distribution channel is the routes by which a product reaches a customer after leaving the producer/manufacturer or supplier (Dent, 2011). The aim of a distribution channel is therefore to reduce the gap between the producer of a product and the user of that product. That gap can be reduced with the help of an intermediary who facilitates the exchange between the producer and user or consumer. Common intermediaries who are part of the distribution channel include agents, wholesalers and retailers (Dent and White, 2018). Their mission is to ensure that distance does not affect the relationship between producer and consumer. For example, whether the producer and consumer are located in the same community or thousands of kilometres away, they should not feel the gap. However, distribution channel should not be confused with distribution management which is involved with the efficient transfer of goods from the point of manufacturer to the point of consumption with logistic related activities.

The perception or understanding and practice of distribution channel have evolved significantly over time. Every organization that has something to offer to the public or market, irrespective of its proportional efforts, quality and price of the offering must care about including distribution channels. It must chart a way by which the offerings, will reach the target audience. It is only after getting this done that we can effectively say that the process of production is complete. Decisions about marketing channels which helps producers to deliver goods and services to their target market are among the most important decisions facing management because the channels that are chosen intimately affects all the other marketing decisions. The focus of this research is on the nature and importance of distribution channel in various bakeries in Yaounde such as Acropole, Selecte, Elysee and in particular Boulangerie Calafatas (BC).

CONTEXTUAL BACKGROUND

The contextual background consists of looking at the condition under which operates in terms of customer expectation and service provision. There are three determinants of the context which include: customer demands/expectation, eating habits and distribution channel management. BC is one of the modern bakeries that have won the heart of most foreign and local customers in Yaoundé since 1935. This organization deals with the production and sale of a variety of products such as bread, cakes, ice cream, and cooked food such as rice, fried potatoes, and chicken. The organisation is operating in a context where people have a habit of taking fast foods. It is located in the heart of the central town and surrounded by other workplaces and offices. It is therefore believed that it is a solution to workers with fast food eating habits. Eating habits include for most customers eating three times a day. Breakfast is taken in the morning; lunch is taken at midday and supper is taken in the evening. Calafatas has tried to adapt to this context by operating round the clock and providing a variety of meals ranging from snacks to light and heavy meals.

The study is also conducted in a context where decisions on channels of distribution are often taken lightly by management. Most customers of Calafatas personally move to Calafatas to purchase whatever product they need rather than wait for a sales delivery service back at home or their jobsite. This situation has caused management to therefore undermine the role that intermediaries in the distribution channel could play. In addition, when many customers cue up to the counter for a service, customer service works under pressure which is sometimes unbearable. In this context, the customer service becomes poor. This is a situation that could have been handled properly if there was a systemic framework of distribution channel. Thus distribution channel can be effective in reducing customer congestion and improving customer service.

PROBLEM STATEMENT/PROBLEMATIC

Distribution channel is a part of supply chain which can be used to facilitate the relationship between producer and end consumer. In other words, the product flows through the customer via distribution channel. Organisation may achieve their goal if they have proper strategy in distribution channel. Therefore organisational management structures have to support distribution strategy. There are several strategy of structuring distribution channel, for example product based strategy, geographic based strategy, customer based strategy, function based strategy. Distribution channel facilitates the producers to reach their customers.

A distribution channel is supposed to be designed to carry out five fundamental functions, namely assortment, transfer/transportation, storage, handling and communication.

It has been evidenced that distribution channel is important for its ability to reduce economic expenditure (Williamson, 1981), its capability of effectively supporting the competitiveness of firms namely, manufacturers, distributors, retailers, and customers, due to the distance that separates them apart, making distribution channel a significant function to enhance performance (Leonidou, 1996; Zou, & Stan, 1998). Other studies that found similar result of its essential role of distribution channel to be a determinant factor for enhancing performance can be found in Shouming (1998) and Carlos *et al.*, (2008), besides product, price, and promotion strategy. Many scholars have shown great interest in studying further about distribution channel due to its crucial role in improving firm performance. Leonidou (1989), Moore (1991), Heide (1994), and Morgan, and Hunt (1984) indicated that the growth of firm was significantly associated with the effectiveness of the relationship and cooperation between producers and the retailer. A study by Anderson *et al.*, (1997) also found that the effectiveness of channel members' coordination and communication among manufacturers, agents, distributors, and retailers improved channel member performance. According to the finding by Rose, and Shoham (2004), it was demonstrated that practical conflict that happened among channel members would not strengthen the affiliation, but on the contrary, it would reduce the effectiveness of strategy used, which, would in turn, alleviate their performance. An empirical study by Frazier *et al.*, (1989), which focused on industrialized manufacturers, found that the need of dealer to maintain an effective channel relationship in a seller's market was usually determined by the contribution of the manufacturers to the dealers' benefit.

Nevertheless, in terms of the members of distribution channel arrangement, it has been known that the motivation of making integrated channel is to improve better distribution channel performance. Mc Naughton (2002) examined the structural channel integration decision among 2,000 firms. It was found that the establishment of multiple distribution channels enhances performance.

Many scholars have shown great interest in studying further about distribution channel due to its crucial role in improving firm performance. Leonidou (1989), Moore (1991), Heide (1994), and Morgan, and Hunt (1984) indicated that the growth of firm was significantly associated with the effectiveness of the relationship and cooperation between producers and retailers. A study by Anderson *et al.*, (1997) also found that the effectiveness of channel members' coordination and communication among manufacturers, agents, distributors, and retailers improved channel

member performance. According to the finding by Rose, and Shoham (2004), it was demonstrated that practical conflict that happened among channel members would not strengthen the affiliation, but on the contrary, it would reduce the effectiveness of strategy used, which, would in turn, alleviate their performance

Besides, Weigand (1991) noted that the application of unofficial channels could partially cause unfair behaviour and pricing by monopolistic channel members. A recent study by Kim (2009) also found significant results in the case of Korean firms, whereby efficient supply chain integration played an essential role for the competitive of sustainable supply chain management (SCM).

The conducted study by Ely (2009) on manufacturers in Thailand indicated that worldwide oriented firms would be able to develop innovative competencies to participate in different and new environments

In addition, the characteristic of distribution channels is that when once established, it is usually difficult to change. Ramaseshan, and Patton (1994), and Zdenko (2011) argued that the channel members' position also took part in determining the performance. For many years, previous studies related to innovation on its relationship with firm performance have existed. In general cases, numerous previous studies have found that firms that adopted and implemented innovation would successfully achieve several potential benefits. According to Edosomwan (1989), by generating new ideas, firms would increase productivity that would, in turn, lead to higher firm performance. Edosomwan (1989) also further asserted that competitive advantages were obtained effectively all the way through the use of new organisational ideas, which could enable a firm to generate an encouraging environment that leads to innovativeness, which in sequence, leads to benefit.

Interestingly, other previous studies had, in contrary, indicated that the impact of innovation on firm performance itself was found to be miscellaneous. A study by Geroski *et al.*, (1993) pointed out that firm profitability was influenced by product and production process innovations in diverse ways in the distribution channel.

Among others, Harris, and Li (2006) added that innovation also played a crucial role in overcoming difficulties in distribution channel. In terms of product and process innovation, Ozcelik, and Taymaz (2004) showed that in Turkey, product and process innovations had a positive effect on distribution channel.

Organizations ought to carefully select distribution channels so as to achieve their corporate objective. This is because a good or desirable distribution channel is one that will meet customers' need in terms of ensuring that the right products arrive or reach them in the right time and right place. Unfortunately, management does not often take distribution channel decisions seriously. When distribution channels are taken lightly, it results in poor service to customers and lack of market knowledge. Poor organisation of distribution channel will have a negative impact on organisational performance.

A glance at the functioning of the biggest bakeries of Yaounde (Calafatas, Elysee, Acropole and Select) shows that there seems to be no distribution channel strategies in these companies. For most of the city dwellers of Yaounde to have their products, they must travel at the locations of these bakeries in town. There are no sale points of these companies elsewhere in Yaounde. Stemming from all these we shall therefore ask the question: **To what extent distribution channel enhances the performance of bakery firms?**

RESEARCH HYPOTHESIS

A hypothesis is a tentative answer to a research question. The research hypothesis here is divided into main and specific hypotheses.

HYPOTHESIS

Distribution channel affects performance to a large extent. However, its impact on organizational performance could be positive or negative depending on how the distribution channels are managed.

SPECIFIC HYPOTHESIS

- **Hypothesis 1(H1):** Distribution channel positively affects performance to a large extent when bakery companies adopt a strategy of extending sales points.
- **Hypothesis 2 (H2):** Distribution channel negatively affect performance to a large extent when bakery companies fail to adopt a strategy of extending sale points.

RESEARCH OBJECTIVES

The research objectives are as follows:

- To examine the extent to which distribution channel affects performance.
- To describe the effect of channel strategy on performance.
- To describe the effect of extending sale points on performance.

RESEARCH QUESTIONS

The research questions derive from this topic are as follows:

- To what extent does distribution channel affect performance in bakery firms?
- To what extent does channel strategy affect performance?
- To what extent can the extension of sale points affect performance?

METHODOLOGY

This section contains the various methodologies or ways used to collect data for the realization of this research.

Technique of data collection consisted of both the qualitative and quantitative techniques within the framework of the observation method. Quantitatively, data was collected with the help of a questionnaire and qualitatively, a questionnaire schedule was used to capture the behaviour of managers, channel members and customers. Both the primary and the secondary data was use in the collection of data and the sample size used was 40.

CHAPTER ONE

LITERATURE REVIEW ON THEORIES

Bowesox *et al.*, (1986) define distribution channel as an alliance of mediators that takes designate to a product throughout the process of marketing, from the first owner to the last customer. As the nature of distribution channel is that when they are once established, it is usually difficult to change (Ramaseshan, & Paton,1994), hence, it is important for firms to consider the distribution channel carefully to keep away from long lasting unfavourable costs (Ahmed, 1977).

Due to the distance between producers and last customers, bridging the gap between them has become the main function of distribution channel in order to reduce transaction cost in achieving better competitiveness, which, in turn, would enhance firm performance. Competitiveness in these points supports the process of goods' flow to the consumers at the right time, place, and efficient ways in order to fulfil customers' demand. Moreover, when the physical gap would be the first gap to be known if the producers and customers are split in remoteness, mediators will be able to enhance place and time utility. The reward will grow better when larger distances get involved between them. Therefore, one or the other ones should have an initiative to link the gap among them, as well as presume the cost of flowing the goods would exist (Peter, 1980).

Some examples of the distribution channel function are retailers or wholesalers, in which may be able to generate time utility by holding stocks of goods available to be pinched by buyers. Without the responsibility of retailers in this process, the buyers must place an order with the producer and wait until the product could be produced and delivered (Peter, 1980).

There are two sections in this chapter: one is on theories of channel distribution and the other is on strategic advantage of channel relationship management. They are each examined below.

SECTION 1: THEORIES ON DISTRIBUTION CHANNEL

This section of the research identifies and explains two theories on distribution channel: the relation marketing theory by Barton and Sandy and the bargaining theory of distribution channel by Ganesh and Miguel.

1. BARTON AND SANDY RELATIONSHIP MARKETING THEORY ON DISTRIBUTION CHANNEL

Channel management research and practice has long recognized the importance of managing relationships between the people and firms performing distribution function- functions that create value by making products and services available to customers in an appropriate form at the right place and time. However, the growing interest in relationship marketing suggests a shift in the nature of general market place transactions from discrete to relational exchanges- from exchanges between parties with no past history and no future to exchanges between parties who have an exchange history and plans for future interactions.

As Sandy indicates, pure discrete transactions are rare in business exchanges. Almost all channel transactions have some relational elements that can be used to coordinate channel activities and manage relationships between channel members. Thus relationship marketing is not a new concept in the practice and study of channel management. However, the interests of both practitioners and academics have shifted from approaches used by one firm, typically the manufacturer, to coordinate channel activities to approaches for stimulating cooperative efforts between independent channel members.

The objective of this theory is to outline the nature of the shift in channel research attention and review some of the key issues related to this new direction. This theory focuses on research associated with relationships between suppliers and intermediaries such as wholesalers and retailers. Direct relationships between suppliers and end users, either consumers or business firms, are discussed in other theories in this issue. This theory uses the following types of power to control distribution channels.

Authoritative control: The authoritative mechanism involves one party in the relationship using its position or power to control the activities of the other party. In a corporate channel, the nature of the employment contract legitimizes the use of this authoritative control mechanism. Hire firm and its managers have a right to control the activities of subordinates by initiating policies and using supervision to insure that the policies are implemented. Examples of research examining authoritative control in a corporate setting are the, use of promotion from within staffing policies and various supervision styles to control salespersons' activities. In a conventional channel setting, one party controls channel functions by controlling the activities of the other party through the use of power. The opportunity to control other channel members arises from an imbalance in resources; the more powerful channel member has greater resources that are highly valued by the less powerful channel member.

Contractual control: The contractual control mechanism involves an agreement by the parties in a relationship on terms that define their responsibilities and rewards for performing channel activities. These contractual terms can be established by one party or through a negotiation process involving both parties. The terms are defined and can be accepted or rejected by the parties involved. They may also be changed during the contract period when circumstances change.-Agency theory offers a perspective on how such contractual terms should be developed under conditions commonly encountered in channel relationships such as uncertainty, differential information, and risk preferences.

Unilateral and bilateral control: There is distinction between unilateral and bilateral control or governance mechanisms based on whether both parties participate in making decisions concerning the relationship. Using this distinction, the authoritative control mechanism involves unilateral control by definition. Power is typically defined as the degree to which one party can influence another party to undertake an action that the other party would not have done. The exercise of power does not always have negative consequences for the less powerful party. The more powerful party might undertake actions that improve coordination and thus result in benefits for both parties, but the less powerful must rely on the more powerful party to share the increased benefits fairly. The contractual control mechanism involves aspects of both unilateral and bilateral control. It is unilateral in the sense that one party, typically the manufacturer or franchisor, establishes the contractual terms governing the relationship. However, it is bilateral in the sense that both parties accept the initial terms and negotiate any changes in terms occurring during the relationship. Normative control is clearly bilateral in that the norms are accepted and adhered to by both parties. Each party in the relationship may not adhere to the same norms, but there are some met norms outlining the norms to which each party will adhere.

The use of an authoritative control mechanism, power, has been the primary management approach examined in marketing research for achieving coordination in conventional channels. Research has identified different types of power and explored the functional and dysfunctional effects of power. However, the use of power as a coordinating mechanism is limited to asymmetric relationships in which one channel member is more powerful than another. Although there are examples of retailers and wholesalers using authoritative control mechanisms, in general, manufacturers, through their size and scale economies, have assumed the leadership role in managing conventional channels. Most channel management research has taken the

manufacturer's perspective and examined the impact of manufacturer policies and behaviours on channel operations and performance. However, this manufacturer- dominated perspective needs to change. Much has been written about the shift in power from the manufacturer to the retailer in the consumer packaged- goods channel. The growing importance of retailers, and wholesalers in some industries, reflects a consolidation of the distributive trades made possible by new information, communication, and transportation technologies. Traditionally, the retailers and wholesalers have focused on local or regional markets surrounding their outlets or warehouses. In contrast to manufacturing, economies of scale were limited and the industries were highly fragmented. However, the development of mass media, new transportation methods, and sophisticated management information systems has enabled retailers and wholesalers to achieve scale economies through more centralized management. These scale economies have led to the rise of national retail chains and wholesalers that are large enough to challenge the dominance of manufacturers over the distribution channel. When channel members are not able to realize an adequate financial return due to the unilateral control exercised by the channel leader, they are less committed to the relationship and seek alternative, more rewarding relationships. Thus manufacturers may no longer be able to rely on the use of an authoritative control mechanism to coordinate channel activities.

2. GANESH AND MIGUEL BARGAINING THEORY ON DISTRIBUTION CHANNEL

Bargaining between manufacturers and retailers over the terms of trade is an important characteristic of many distribution channels. Relationships between manufacturers and their retailers often hinge on the importance of negotiation and its effects on each party's share of the pie, as well as on channel coordination. This role of bargaining and the exercise of bargaining power by participants exist in distribution systems in a wide range of industries. The following examples illustrate the common problems that are associated with bargaining in channels that we examine in this article.

Example 1: Grocery Channel Vendors in the grocery industry frequently complain that powerful retailers are creative in finding unpredictable methods to extract additional revenues. For example, vendors complain usually off the record of an unceasing barrage of demands from powerful retailers that ' want everything from payment of fines for shipment errors and product labelling errors to a large number of free samples. The problem of product damages (classified as such by the retailer) is another important context in which parties in a channel can be opportunistic. It should be noted that damaged products account for \$2.5 billion each year and

are a cause of growing acrimony in manufacturer-distributor relationships. They point out that "there is no clear understanding of exactly who is responsible for these growing costs. Distributors blame manufacturers: transportation accidents, package design flaws. Manufacturers blame distributors: damage at warehouse, damage at store, damage in between."

Example 2: Construction supplies channel relationships depend on the negotiation power of the parties. With little placed in writing, there is often disagreement over what has been negotiated. A problem for contractors is that products are not delivered as agreed, shipments are often late, and delivery arrangements are not what was agreed on (e.g., suppliers fail to provide union drivers and means to unload material). For suppliers the biggest problem is that contractors often make a point to delay payments as long as possible.

These examples highlight some critical issues in distribution channel management that we address in this theory. First, the channel relationship involves the manufacturer and the retailer indulging in a bargaining process. It is not merely a relationship in which the manufacturer makes take it-or-leave-it offers to the retailer. Rather, the relationship involves bargaining over the terms of trade. Furthermore, the different bargaining powers of both parties might end up significantly affecting the size of the total channel profits (i.e., the extent of channel coordination). As evident from the previous examples, occurrences of product damages or delayed payment can clearly affect the total profits in the channel. Second, a problem faced in channel relationships is that manufacturers and/or retailers can renegotiate their earlier agreements. This renegotiation occurs because of the non specificity of the product exchange, which can encourage opportunistic behaviour. In nearly every channel relationship, there are aspects of the product exchange that are intangible and difficult for the parties to agree on. Consequently, the parties often find it difficult to completely specify the product exchange in a contract. In Example 1, it would be hard to ascertain who should be held responsible if the packaging of the product was found damaged (as defined by the retailer) a month after the manufacturer shipped it. A powerful retailer, in this case, may behave opportunistically and demand additional compensation. Such behaviour may be perceived as fraudulent, but opportunistic behaviour is not necessarily illegal. All that is needed for opportunism is for a party to renege on an earlier unenforceable agreement. However, the point we highlight through this example is that the parties can be opportunistic when it is quite hard for a third party (a court of law) to enforce a contractual agreement. Indeed, this idea of intangibility of the product exchange is a basic marketing notion that is consistent with ideas of the augmented product.

The overall logic of this theory is that the many distribution systems face problems of product non specificity. Because of this non specificity, channel members can be opportunistic,

which has an impact on the channel relationship. Opportunism in a vertical relationship can be modelled through the possibility of renegotiation of an initial contract. This captures the idea that a powerful party might renege on an initial agreement, even after the product is delivered, and demand extra payment. It is the presence of such opportunism that enables the bargaining process to have an impact on the market decisions (such as setting the retail price). This theory explores this logic and thereby establishes the link from non specificity to opportunism to renegotiation and, therefore, to the role of bargaining on the market outcome.

We consider bargaining in a distribution channel consisting of a manufacturer that produces the product and a retail intermediary that takes a market action (e.g., setting the retail price) and sells the product to the consumer market. The retailer's action (i.e., price) is unobservable, and the manufacturer cannot fix it in a contract. We consider a market where retail demand is uncertain, which makes it difficult for the parties to contract on a fixed quantity of the product.

Consider a channel with a manufacturer that produces a product at a constant marginal cost of production and a retailer that sells this product directly to the end-consumer market. The retailer decides on some marketing-mix activity that affects the end-consumer market and the retailer's profits. This activity stochastically determines the market demand for the product (i.e., market demand is uncertain given the marketing-mix activity). Considering demand uncertainty is important because it helps us highlight how the timing of product delivery and product returns can respond to coordination problems in the channel. The implications of demand uncertainty are developed in the results of the next section.

In the stylized model, the marketing-mix activity is represented by the variable retail price, p , but the model is easily generalizable to other common retailer decisions that stimulate demand, such as retail services, shelf space support, or merchandising effort. Using price as the retailer decision variable helps provide direct comparability of this model to existing research in the channels literature. The channel coordination problem that we investigate comes from three factors: unobservability of retail behaviour, demand uncertainty, and incomplete specificity of the product. Unobservability of retail price. We assume the marketing mix activity, or retail price in this case, to be unobservable by the manufacturer in the sense that the manufacturer cannot determine what exact retail price produced the realized demand. This means that the consumer has more information about the retail price than the manufacturer at the time of purchase. The unobservability of the retailer marketing mix variable creates channel coordination problems, which are consistent with those discussed in the literature. The unobservability of retail price also means that the manufacturer cannot fix and enforce the retail price in a contract. This is a

standard latent assumption in the existing research. Similarly; we also assume that the realized demand is not observable by the manufacturer. However, the quantity ordered by the retailer reveals the realized demand to the manufacturer.

The problems created by the non specificity of the product exchange in a distribution channel are at the heart of this theory. Two alternative types of ex-ante contracts are feasible depending on the parameters of the model and, in particular, on the salvage value that the manufacturer has for unsold goods. Positive salvage values are important to consider because they open up the possibility that the ex-ante contract might involve the return of the product from the retailer to the manufacturer in the event of insufficient demand. Thus, for any given level of salvage value, the channel members may agree on an ex-ante contract, which might specify product delivery to the retailer by the manufacturer before or after the realization of demand, the second stage. As previously mentioned, we label these returns/retail inventory carrying contracts and no-returns/retail order taking contracts, respectively. Note that if the product is delivered before the realization of demand and if demand does not materialize, the product will be returned to the manufacturer in the third stage because the manufacturer has a salvage value for the product at that point, in contrast, an extant contract, in which the product is delivered to the retailer only if there is demand, will have no product returns.

We discuss first the no-returns case (product delivered after the realization of demand) and then the case with returns (product delivered before the realization of demand). We then compare the two types of ex-ante contracts to establish when one type of contract is preferred to the other.

Besides, as goods flow from producer to consumer, the goods will be handled by a variety of distributors. During the handling, transportation and handling costs emerge that make the goods increase in price. Under this condition, the task of distributors is fulfilling an essential function to give the consumer easy entrée to goods with acceptable price. The result of the distribution system presents a wide variety of goods and service is readily available to every consumer (Peter, 1980).

Furthermore, it has been believed that innovation firmly explains firm performance. As Heide *et al.*, (1994) confirmed the victory of an exporter (manufacturers) in a developing country was significantly related to how the behavioural of the affiliation with the overseas clients were managed, the empirical study of using IT in distribution channel- internet, also was found to be able to assist the internationalization process, as well as to enhance the affiliation with other

firms within the same value chain of SMEs (Fernández, 2006). The use of information technologies among supply chain members had also been shown to encourage organizational coordination and had positive impacts on performance. According to Nada (2008), using IT directly promotes a precise type of synchronization activity, in which, would be able to achieve both tactical and working benefits. Hence, in order to achieve an absolute set of benefits, suppliers should eventually use IT for both investigation and utilization within the channel. However, further instance mentioned that the developed method of inventory and scheduling integration in distribution channel also improves effectiveness and efficiency performance (Varimna, 2009). In accordance with the use of IT frame work, tracking of returnable packaging and transport units can be supported by IT implementation to improve efficiency (Martinez *et al.*, 2009). On the other hand, increasing sales can be improved by enhancing the effectiveness and efficiency of assortment by product configuration technology buildings, and these methods have the capability in customizing, which, in turn, present the products to be more competitive to the customers (Fabricio, 2004). A study of Turkish and Bulgarian SMEs in food products and beverages also indicated that by implementing IT practice and supply chain strategy, SMEs could gain competitiveness (Bayraktar *et al.*, 2010).

SECTION 2: MANAGEMENT AND STRATEGIC ADVANTAGE OF CHANNEL RELATIONSHIP

This section examine the management of distribution in calafatas and the strategic advantages of channel relationship management. These advantages are related to manufacturers, distributors ,retailers and customers.

1 THE MANAGEGEMENT OF DISTRIBUTION IN CALAFATAS

Given that Calafatas's products which are meant for the customers, must eventually get to them for the attainment of organizational objectives, the company must be able to efficiently manage its distribution channel. Management by definition is the process of administering and controlling the affairs of the organisation. It is an act of creating and maintaining such a business environment where in members of organisation can work together and achieve business objective efficiently and effectively. The management process is as follows:

- *Analysis of customer service need:* At this stage Calafatas analyses the customer service needs carefully in terms of the purchase amount, the waiting time, number of suppliers, the diversity of products and expected support services of customers are specified at this stage.

- *Setting goals and identifying the limits of distribution channel:* the limit characteristics of the distribution channel are determined at this point according to the characteristic of each product. Decisions about whether the channel is going to be direct or indirect are taken at this point. In addition in this stage, the limitation of the distribution system are characteristics, the restrictions are competing company distribution channel and regulations governing the activities.
- *Determine the available option of distribution channel:* After considerations of the services requested by customers and distribution channels setting goals, the available distribution of available intermediaries, the number of required agents, and the conditions responsibilities of each of the intermediaries can be identified at this stage as well.
- *Evaluate and select various options:* Each of the options have to be evaluated according to three main criteria of controls and compliance with the conditions evaluated in reviewer after determining the applicable distribution channel. Then according to the results of the assessment appropriate channels or distribution channels should be selected.
- *Contract and control:* after determination of the distribution channel(s) the required personnel in the selected channel should be educated through training, should be motivated and eventually should be evaluated. Given that the marketing environment of the product life cycle is not fixed, the company should be ready to change provisions and take corrective actions on the selected distribution channel.
- *Choice of distribution channel partners:* before selecting channel members attention should be paid to assess clients demands for channel. After the mixed designed channels, the next step is to determine a proper distribution channel evaluation, selection and contract signing with the best channel partners.
- *Search method:* for most products and markets, an important source is references and key customers review that distributors work with in the market and also the use of distributor list in geographical location on the internet and other sources

2 STRATEGIC ADVANTAGES OF CHANNEL RELATIONSHIP MANAGEMENT

The researcher tries to examine some advantages associated with channel relationship management. These advantages are related to manufacturers, distributors, retailers and customers as examined below.

Manufacturers, distributors, and retailers have recognized that the management of distribution channel activities offers significant opportunities for firms to create strategic advantage and achieve extraordinary financial performance. Channel activities are a major source of valued- added benefits to end users—greater than the value added by other marketing activities. Due to this substantial added value potential, firms can develop competitive advantage by reducing the costs of performing these activities or using distribution activities to differentiate their offering. Recent reports suggest that inventories in the packaged goods/supermarket value distribution channel can be reduced by \$30 billion by improving the information exchange and coordination in this conventional channel.

In light of this substantial potential cost reduction, it is surprising that marketing scholars and other academics have devoted so little attention to understanding the benefits of relationship marketing in this channel context. The primary investigators of the implications of improving coordination in this channel have been consulting companies. Reminiscent of the Total Quality Movement, marketing scholars have been watching the world evolve rather than leading or even participating in the evolution

In addition to developing relationships to improve channel efficiency, a number of firms traditionally focusing on research and development (R&D) and production to gain strategic advantage are recognizing that channel management offers a basis of advantage. Dell Computer, the fifth largest designer and manufacturer of personal computers, considers its direct-mail distribution skills as its key source of competitive advantage-not its new product development and manufacturing capabilities. In 1994, three giant pharmaceutical manufacturers— Merck, SmithKline Beecham, and Eli Lilly-spent more than \$12 billion to purchase three mail-order distributors—Medco, Diversified Pharmaceutical Services, and the PCS Division of McKesson, respectively.

Lastly, channel intermediaries have unique resources, the most important of which are their exceptional information systems, which contain databases linking patients, physicians, managed care organizations, pharmacies, third party payers, and pharmaceuticals prescribed. Merck, Smith- Kline, and Eli Lilly have historically been R&D-oriented companies.

The acquisitions demonstrated each company's conclusion that distribution holds the key to its future. The acquisitions also signal that each company felt it was unable to meet the challenges of the emerging health care environment on its own—that is, that its existing distribution skills were inadequate.

CHAPTER TWO

BACKGROUND AND ACTIVITIES OF BOULANGERIE CALAFATAS

This chapter is divided into two sections. The first section describes and analyses the background and activity framework of Calafatas. The second section presents the products and services offered by Calafatas as well as a statistical comparison of Calafatas and other bakery firms in terms of product line and services.

SECTION 1: BACKGROUND AND ACTIVITY FRAMEWORK OF CALAFATAS

This section examines the history of boulangerie Calafatas, its organisation, its management of distribution framework and factors that affect them as well as the limits of the distribution management.

1 HISTORY AND ORGANISATION OF BOULANGERIE CALAFATAS

The history of the creation and evolution of this organisation is somewhat long given that it is one of the oldest organisations involved in the production of fast food in the town of Yaounde.

It was founded by Mr COUSTA, a European in 1983. Its main activity is the production and sale of fast foods and other categories of snacks such as bread, cake, ice creams, sausages, etc. It makes use of its own machines to produce the goods. However, at the beginning it started with the manufacture of a single product—bread, commonly called *baguette*, *pain*, *pain au lait*, and *brioche*s. After five years with increasing demand for other fast foods and the development of its distribution channel, it began producing other categories of fast foods and snacks such as *croissant*, *chocolate*, *raisin*, and *biscuits* etc., which all attracted customers. The high demand of these products led to an increase in its supply and of course the building of Boulangerie Calafatas.

The space could no longer contain the increasing number of customers per day and it was natural to increase the space although it appears even today that the space is still small. Four years after its creation it began producing ice cream and that was how the yogurt emerged. However, it was only in 2016 that Calafatas went for fast food snacks upon demand from customers who work around that metropolitan area.

Overall, the quality of its product is undoubtedly good, the customer service still needs some critical improvement as some customers have reported. We close this with a remark provided by a customer about this bakery as follows: “Calafatas is one of the most popular bakeries in Yaounde, in the area near most of the main banks. The quality of the food is consistently high and reasonably-priced. I was a regular customer in my 5 years living in Yaounde. Unfortunately the service did not improve during that entire time; the rudeness of the staff is famed by both locals and expats. This organisation is structures as follows.

- *General directorate*

This is the main department in the organization which is responsible for the supervision and control of all the activities going on. Those who are in charge here make sure goods are been delivered to customers on time and equally make sure that each person does his or her assigned upon correctly and efficiently.

- *Accounting service*

Here the duty of those involve is to collect all the daily sales in cash. This is being done every day at a précised time to avoid errors and disturbance. It is generally done when working hours are over that is when sales are closed for the day. This is to see if the receipts issued on that day correspond to the total sales of the day.

They are in charge of issuing receipts. They issue receipts of every item bought by a customer. The receipts generally come out with its photocopy, the original goes with the customer while the photocopy remains in the organization.

They are equally in charge of issuing invoices. These invoices provide a detailed account of the products and or services and a set of other information. The invoice is issued and the type of product or services being sold.

They equally issue delivery notes. This is a document accompanying the delivery of goods that lists the description and quality of the goods delivered. A copy of the delivery note is signed by the customer, is return to the organization as a proof of delivery.

- *Commercial- technical service*

The commercial agents are in charge of attaining to customers selling the products. They equally present the products to customers; talk a bit about the product to the customer and making sure that the customer purchases the product. They are equally in charge of prospecting the company's product.

- *The technical department*

This department is responsible for service after sales (service après vente). That is they do the follow-ups of customers, delivery of the product and installation of the products bought by the customers. They are equally do reparations and maintain.

2 CHANNEL MANAGEMENT DECISION AND INTERGRATION

After a company has chosen a channel alternative, it must select, train, motivate and evaluate the individual intermediaries for each channel. Given that neither the marketing environment nor the product life cycle remains static, the company must be ready to modify channel designs and arrangements over time.

- *The selection of channel members*

The customers consider the channel as the company or manufacturer. Customer's negative impression as a results of one or more of the company's outlet consistently appearing dirty, inefficient or unpleasant will have devastating effects on the company. To avoid this, channel members must be selected with a lot of care. To facilitate channel member selection therefore manufacturers must determine those characteristics that distinguish better intermediaries. Channel members can be evaluated on the bases of number of years in business (experience), other lines carried, growth and profit record, financial strength, cooperativeness and service reputation.

- *Training and motivating channel members*

A company need to view its intermediaries in the same way it views its end users. It needs to plan and implement careful training programs for its distributors and dealers. This obviously begins with the determination or understanding of the needs and wants of the intermediaries. Other capability building programs should be incorporated in order to improve upon intermediaries' performance

Manufacturers vary very much in their skills in managing distributors. That is they vary in channel power. Channel power is the ability to change channel member behaviour such that they take action they would not have taken otherwise. Manufacturers can therefore make use of the following types of power in order to bring about corporation vis-a-vis channel members.

- *Coercive power:* a manufacturer can threaten to withdraw a resource or terminate a relationship if intermediaries fail to cooperate. The power can be effective but its exercise produces resentment and can generate conflict and lead the intermediaries to organize countervailing power.
- *Reward power:* this is the situation in which the manufacturer offers an extra benefit to intermediaries for performing specific functions. Reward power typically produces better results than coercive power. The risk is that the intermediaries may turn to expect a reward every time the manufacturer wants a certain behavior to occur.
- *Legitimate power:* this is a situation in which the manufacturer requests a behaviour that is required under the terms of the contract. As long as the intermediaries view the manufacturer as the legitimate leader, legitimate power will work.
- *Referent power:* this is a situation where the manufacturer is so highly respected that the intermediaries are proud to be associated with him. Examples of companies that enjoy referent power include; IBM and Caterpillar.
- *Expert power:* this is a situation in which the manufacturer has special knowledge that the intermediaries value. Once the intermediaries acquire this expertise, expert knowledge however weakens. The manufacturer must continue to develop new expertise so that the intermediaries will want to continue cooperating.

Coercive and reward power are objectively observable whereas legitimate, expert and referent power are subjective and depend on the ability and willingness of parties to recognize them.

Most manufacturers see or consider gaining intermediary's cooperation as a huge challenge. Consequently they often use positive motivations such as high profit margins, special deals, premiums and cooperative advertisement allowances, display allowance and sales contest. At times they will use negative sanctions such as threatening to reduce margins or termination of relationship. More sophisticated companies rather try to forge (create or establish) a long term relationship with distributors.

- *Evaluation of Channel Members*

Manufacturers must periodically assess the performance of intermediaries against standards such as sales quotas, average inventory level, and customer delivery time, cooperation in promotional and training programs. Assessment may lead to the discovery that the manufacturer is paying too much to particular intermediaries for what they are actually doing.

Consequently, manufacturers should set up functional discount in which they pay specified amount for channel performance of each agreed-upon service. Under performance

observe after assessment can lead to any of the following actions; cancelling, training, motivation or termination.

- *Terms and responsibilities of channel members*

The manufacturer must determine the rights and responsibilities of participating members when considering channel members. From an ethical point of view, each channel member must be treated respectfully and given the opportunity to be profitable. Some key profit rights and responsibilities include;

- *Price policy:* the manufacturer should establish a price list and schedule of discounts and allowances that intermediaries will see as equitable and sufficient.
- *Condition of sale:* this concerns payment terms and guarantees offered or proposed by the manufacturer. Most manufacturers grant cash discounts to distributors on early payment. They must also provide distributors with a guarantee against defected merchandise or price decline. Price decline motivate distributors to buy large quantities
- *Distributors' territorial rights:* The manufacturer defines the distributors' territories and the terms under which they can enfranchise other distributors. Distributors normally expect to receive full credit for all sales recorded in their territory, irrespective of whether or not they did the selling
- *Mutual service and responsibilities:* The manufacturer must carefully carry out each party's duty especially in franchise and exclusive agency channels. McDonald provide franchise with a building promotional support, a record keeping system, training and technological assistance. In return its franchisees are expected to satisfy company regarding physical, cooperate with new promotional programs and buy supplies from specified vendors.

In ever changing marketing environment, distribution channels do not remain stagnant. New wholesalers and retailers companies emerge, new channel systems evolve. We are going to look at recent growth in vertical systems, horizontal systems and multichannel marketing systems and how they cooperate, conflicts and compete.

- *Vertical marketing system*

One of the most recent significant developments is the rise of vertical marketing systems. A conventional marketing channel comprises of an independent manufacturer, wholesaler(s) and retail(s). Each is a separate business entity seeking to maximize its own profits, even if this reduces the profits of the system as a whole. No channel has complete control over other channel members. A vertical marketing channel in contrast is comprised of the manufacturer, wholesaler and retailer acting as a unified system. One channel member called the channel captain owns the other channel members have so much control that they all corporate. The channel captain can be the manufacturer, wholesaler or retailer. Vertical marketing systems arose as a result of strong channel members attempt to control channel behaviour and eliminate the conflicts that results when independent channel members pursue their own objectives. They achieve economies of scale through size, bargaining power and elimination of duplicated services. Vertical marketing systems have become the dominant mode of distribution in the USA consumer market. There are 3 types of vertical marketing systems which include:

Corporate vertical marketing systems: it combines successive stages of production and distribution under a single ownership. Vertical integration is favoured by companies that desire a high level of control over their channels.

Administered vertical marketing systems: it coordinates successive stages of production through the size and power of one of the members. Manufacturers of a dominant brand are able to secure strong trade cooperation and support from a re-seller. Kodak and PSG are able to command high level of cooperation from their re-seller in connection with displace, shelf space promotions and price policies.

Contractual vertical marketing systems: it consists of independent firms at different levels of production and distribution integrating their programs on contractual bases to obtain more economies of scale or sales impacts than they could achieve them individually.

- *Horizontal marketing system*

Here, two or more unrelated companies put together resources or programs to exploit an emerging marketing opportunity. Each company lacks the capital, know-how production or marketing resources to venture alone or afraid of the risks. The companies might work with each

other on a temporally or permanent bases or even create a joint venture company, otherwise known as symbolic marketing, accord to Adler. The companies concerned regularly meet to resolve problems and make plans, requiring the sharing of marketing information, sales history, price changes and other proprietary information.

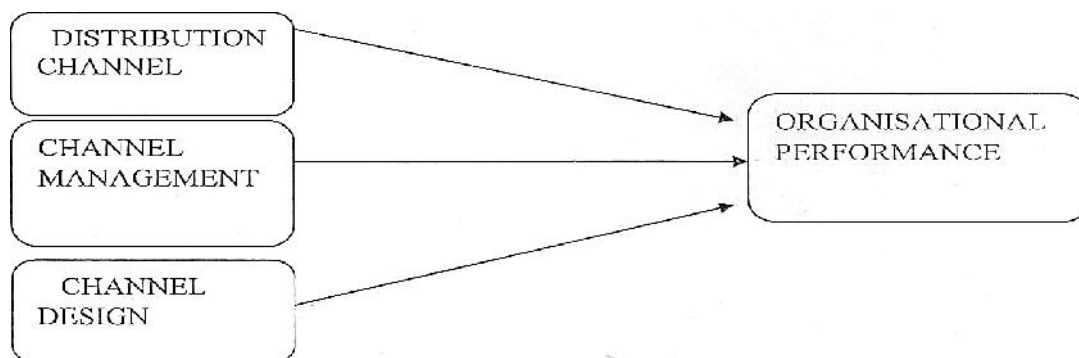
- *Multichannel marketing systems*

In the past, many companies sold to a single market through a single channel. Now-our-days with the proliferation (multiplicity) of consumers segments and channel possibilities, more companies have adopted multi-channel marketing. Multichannel marketing occurs when a single company uses two or more marketing channels to reach one or more consumer segments. By adding more channels, companies can gain 3 important benefits

- *An increase in market coverage:* companies often add a channel in order to reach a customer segment that its current channel cannot reach
- *Lower channel cost:* companies add a new channel in order to lower the cost of selling to an existing customer group (that is selling by telephone rather than personally visiting small customer groups)
- *There is more customized selling:* companies may add a channel whose selling features fit customers requirements better (that is adding technical sales force to sell more complex equipment)
- *Conceptual diagram*

The conceptual diagram is a descriptive representation of the various concepts being used in this research work.

Figure 1: Conceptual diagram



Source: Coyle J. C. Bardi and Lagley C.J. (2002) *The management of business logistics: A supply chain perspective*, South-Western College, 7th Edition.

SECTION 2: PRODUCTS AND SERVICES OF BOULANGERIE CALAFATATS

Calafatas is one of the famous bakeries of Yaounde central town and it offers a variety of products and services. However, it is in competition with other bakeries. This section also attempts a comparison of sales in Calafatas and other bakeries as we describe below.

1 PRODUCTS

Calafatas is involved in the sale of numerous products some of them are listed below including their prizes.

Table 1: List of some products and prices per unit sold in Calafatas

| Product designation | Price per Unit in FCFA |
|----------------------------|-------------------------------|
| Pain complet | 1000 |
| Pain complet | 500 |
| Pain complet sans sel | 300 |
| Pain champagne | 500 |
| Pain au son | 700 |
| Petit pain complet | 400 |
| P.pain complet sesame | 45 |
| Pain kiriko | 55 |
| Biscottes | 100 |
| Chapelure | 500 |
| Pain mie | 500 |
| Pain de mie | 600 |
| Pain de mie | 500 |
| Pain de mie | 450 |
| Pain grecs | 300 |
| Vennois | 500 |
| Hot dogs | 300 |
| P.hamburger | 65 |
| P.Hamburger sesam | 65 |
| Gros pains | 70 |
| Gros pains | 10 00 |
| Gros pains | 700 |
| Gros pains | 500 |
| Pain sans sel | 300 |
| Baguette complete ½ | 200 |
| Baguettes | 200 |
| Baguettes | 125 |

| | |
|-------------------|-----|
| Petits pains | 110 |
| Petits pains rond | 100 |
| Pain sans levain | 50 |
| Ficelles | 30 |
| Sacs | 500 |
| Sachets imprimes | 250 |
| Sac vide | 50 |
| Allumette | 125 |
| Palmiers | 100 |
| Chaussons | 300 |
| Langues | 250 |
| Vol au vent | 250 |
| Feuilletes | 200 |
| Brioche | 60 |
| Brioche B | 700 |
| Croix | 300 |
| Chauves souris | 500 |
| Raisins | 400 |
| Biscuits doubles | 100 |
| Boudoirs | 150 |
| Basques | 200 |
| Cristal | 65 |
| Puddings | 500 |
| Madeleines 80 | 80 |
| Madeleines 100 | 100 |
| Madeleines GM | 250 |
| Sables X55 | 125 |
| Sables X135 | 100 |

| | |
|----------------------------|-----|
| Sables x 185 | 100 |
| Sables coco | 100 |
| Pasta | 250 |
| Savois | 200 |
| Coulourakia | 125 |
| Tresses | 65 |
| Cookies | 600 |
| Petites madeleines sachets | 600 |
| Croissant fourre | 300 |
| Triangle fourre | 300 |
| Sacristins | 200 |
| Biscuits X150 | 100 |
| Buscuits X 250 Chocolat | 250 |
| Biscuits en sachet | 300 |
| Damiers | 150 |
| Pasta flora | 200 |
| Biscuit citron | 100 |
| Palet raisin | 65 |

Source: Fieldwork, 2020.

According to the product list in the table above, Boulangeri Calafatas puts at the disposal of its customers about 90 different kinds of products with varying prices. The most expensive product offered so far is ‘Pain complet’ at a 1000FCFA while ‘Ficelle’ is the cheapest and cost 30FCFA. In spite of the variation in the prices and products, most customers agree that these prices are generally affordable.

2 COMPARATIVE SALES STATISTICS BETWEEN CALAFATAS AND OTHER BAKERIES

Sales statistics between Calafatas and other bakeries reveals that Calafatas owing to the quality of its products and services, its strategic location and the nature of its distribution channel seems to be far ahead of other bakeries. Calafatas is in competition with other bakeries like Acropole

Central, Santa Lucia (which is more of a supermarket though it offers bakery services), Boulangerie Francaise, Elysee, etc. According to the National Institute of Statistics of Cameroon 2011 Annual Report, between 2006 and 2009, Cameroon had some 12,154 firms of different categories in competition with Yaounde, the capital having some 3248 after Douala with 3884 (INS/RGE, 2009). In addition, the food industry to which bakery firms are a part represent the third highest category of industry in terms of number and competition after the manufacturing and building and construction industries respectively. Between 2006 and 2012, Yaounde had 179 food industries including bakeries while Douala had 212(INS/RGE, 2009).

In the same survey of the INS, an opinion was sample was conducted on enterprise managers about what how they felt the food industry was doing compared to other business sectors in Cameroon. It shows 4.1% felt it was doing good, 25.7% felt it was doing pretty good, 53.2% thought it was bad, 9.4% were without opinion while 7.6 never showed up. Overall therefore, majority of managers of bakery firms feel that the business is not doing well in Cameroon compared to other businesses such as agriculture (65% fairly good and good) and animal husbandry (50% fairly good and good). Nevertheless, the bakery industry is amongst many other industries said not to be doing well such as building and construction (51.4% say it is bad), commerce (56.3% bad), transport (53.5% bad) and others (52.7%).

When the factors of the poor performance of the food industry, including the bakery sector was questioned, the following statics show that although several factors worked against performance of the bakery sector, there are variations in the factors. For example, according to the INS 2011 Report, taxation alone accounts for 71.7% rate of poor performance, corruption (60.7%), access to credit facilities (36.6%), administrative bottlenecks (36.1%), infrastructure (24.1%), funding (19.4%), absence/insufficient public-private dialogue (18.3%) and water and energy (34.6%). Inasmuch as we consider these statistics as part of the explanation of underperformance of bakery industry in Cameroon and in Yaounde in particular, we believe that they limited because they reveal mostly the external factors. Internal factors such poor management of distribution channel also accounts for poor performance.

Down to specific bakeries, we observe that there are 5 major bakeries in competition in Cameroon and these include Boulangerie Patisserie Acropole (in Yaounde), Calafatas (in Yaounde) and Akwa (in Douala), La Groute (in Yaounde), and La Gloire (in Douala). It will be a surprise to also realise that these are only bakeries who have started but have not completed the registration process, at least, according to National Institute for Statistics (See <http://slmp-550-104.sl.c.westdc.net/~stat54/nada/index.php/catalog/131/datafile/F2/V145>) These bakeries are

only 3% into their registration process as of 2017. Nevertheless the distribution channel has some draw backs or limitation as follows.

- *Lack of sale points*

It is difficult for boulangerie Calafatas to supply right into the quarters because of lack of sale points. A large bakery like Calafatas as of now should have created a network of sales points or established sales points in strategic places for the convenience of its customers. This will attract more sales and boost up profit. The establishment of sales points right into the quarters will make Calafatas more visible and increase its outreach.

- *Absence of retailers*

Calafatas is unwilling to accept and higher retailers. The retailers are those who take the products to final consumer. They can reach out to the quarters at anytime and faster with the help of transport means such as moto bikes and delivery vans. Their absence in the distribution process in Calafatas limits its ability to raise profitability.

- *Fear of theft*

Distributor that send large products to variety of retail outlets are exposed to the possibility of theft. The fear here is that even if Calafatas were to hire retailers, some them may not be trust worthy enough. They may come up with complaints of missing products which the company may not willing to accept.

- *Lack of logistics*

The absence of distribution logistics is a fundamental problem companies face in the distribution process. Calafata's distribution strength is hampered by the absence of logistics such as delivery vans and motor bikes which can enable it reach out directly to customers within the shortest time possible.

- *Lack of wholesalers*

Wholesalers are the major intermediary between the manufacturers and retailers. They take the products from the manufacturer to the retailer and the retailer then puts them at the disposal of the end consumer. The absence of wholesalers in Calafatas is therefore a serious distribution problem.

- *Revenue loss*

Revenue loss is a fundamental problem. In most cases the company may not get back the expected revenue from retailers or other distributors of its products. Some distributors may not also return the revenue on time and this retards the performance of the company. Thus the fear of losing revenue in the distribution process might explain why Calafatas is reluctant.

A distributing company's strength is based on its ability to deliver products to a vast retail network. This requires the coordination and receiving and sending out products to and from several locations. Calafatas is still to achieve the goal of making its product reach out to the quarters and this can be possible if all the above challenges are addressed.

CHAPTER THREE

METHODOLOGY, PRESENTATION AND INTERPRETATION OF DATA

This chapter is divided into two sections. Section one focuses on the methodology and section two is on the presentation, analysis and interpretation of data.

SECTION ONE: METHODOLOGY

This section contains the various methodologies or ways used to collect data for the realization of this research work. It is divided in two main sections: techniques of data collection that examines how data or information was collected and techniques of data analysis which is about how data was treated or analysed.

1 TECHNIQUES OF DATA COLLECTION

This section presents the framework for data collection. It focuses on the research design, area of study, population size and sample size, sources of data collection (primary and secondary sources), the sampling method, as well as the validity and reliability of the research tools.

- **RESEARCH DESIGN**

A research design is a blue print that describes how data shall be collected and analyzed in the field. It is important in that data obtained through the survey with a questionnaire (when it is used as a data collection instrument) are standardized, allowing easy comparison. The data collected can equally be used to suggest possible research for a particular relationship between variables. It gives more control over the research process and when sampling is used it is possible to generate findings that are representatives of the whole population. This is where data is gathered at one point in time in order to answer research questions. A number of methods were used to solicit data from both employees and channel members of boulangerie Calafatas. The cross-sectional survey generated quantitative data.

- *Area of Study*

This study was carried out at boulangerie calafatas situated at centre ville Yaounde

- *Population Size*

According to Hungler 2008, a population is the aggregate or totality of all the objects, subjects or members that confirm to a set of specification. The target populations were employees and customers of Calafatas. The population was made up of 50 people.

- *Sample Size*

The sample is a representative sub fraction of a population. From the 50 people, the sample size of this research work is considered to be 40. Out of total population of 50, the researcher was able to carve out a sample size of 40, representing approximately 85 to 90% of the population. Of the 50 questionnaires distributed, 40 were duly answered and returned. Data was then drawn from the responses and analyses done based on the data.

- *Sampling Method*

The researcher made use of both the random sampling and stratified sampling techniques. Random sampling was used on customers. This is because customers are usually mobile and are varied. Consequently, she selected randomly and took some few minutes of their time.

The stratified sampling divides the population into homogenous groups such that the elements within each group are more alike than the elements in the population as a whole. Respondents sample will be determined using the stratified random sampling technique to ensure that different groups of the population are adequately represented in the sample. According to Nachimas, "stratified sampling divides the population into homogenous groups such that the elements within each group are more alike than the elements in the population as a whole". Stratified sampling brings out a proportionate representation of all the departments in the organization. This method was used for permanent staff. She identified and selected from among the line managers, middle and floor employees.

1.1 SOURCES OF DATA COLLECTION

The study focuses on primary and secondary sources of data in collecting the information, as discussed below:

- *Primary Source*

Primary data collection is one of the sources used in conducting a research. Here, data was collected by observation and directly administering questionnaires to employees, channel members and some customers of BC. For the primary source, data was collected using a self-administered structured questionnaire.

- *The Questionnaire*

According to Hornby 2006, a questionnaire is a written list of questions that are answered by a number of people (respondents) so that information can be collected from the respondents for further exploitation. The quantitative data was collected using a standardized questionnaire as the primary research instrument. The questionnaires are techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order. The researcher carefully constructed 25 questions in the questionnaire that were more or less focused of the objective of the research topic. The structured questionnaire consisted of a brief introduction in which the researcher and purpose of the research were introduced to the respondent. The questions were made simple to ease understanding. To avoid taking the time of respondents, answers were provided to each question so that respondents make a choice by marking an 'X' or a tick in the correct box. This method saved time and energy for the respondents and in particular consumers, some of whom appeared too busy to respond when interrupted by the researcher. Even though the language in the questionnaire was in English and most of the respondents were essentially French-speaking, the researcher was able to interpret some of the questions where necessary. Indeed, the time was short to solicit the service of a translator.

- *Observation (passive and active)*

Observation is a data collection method in which the situation of interest is watched and relevant facts, actions and behaviours recorded. There are two types of observations; active and passive observation. Passive observation is when there is less interaction between the researcher and the objects of study, while active observation is when the researcher actively takes part in the activities of the workers in order to obtain data. In this case, active observation was conducted by the researcher where the researcher actively took part in the activities of the workers in order to obtain appropriate data and this observation enabled the researcher to describe existing situations in the environment of research. The movement in and out of customers, their interaction and exchange with counter-service employees, and many other interactions between the researcher and customers and employees of BC were exiting moments. The researcher was able to observe and record peoples' experience with Calafatas and how they rated it. The facial expression of some customers after service delivery could tell whether customer service was good or not.

Quantitatively, data was collected with the help of a questionnaire and qualitatively, a questionnaire schedule was used to capture the behaviour of managers, channel members and customers. The researcher made use of closed (quantitative) and opened ended (qualitative)

questions about the effect of distribution channel on performance. Opened ended questions were used to know more about the history of Calafatas and how the absence of a channel strategy affects its performance. This opened ended approach was mostly conducted on management. Customers were interviewed on the quality of the service and effectiveness of the distribution channel system.

Four categories of informants were surveyed according to their position and role in those companies. The first category was management (those from the rank of General Manager to sub-director), the second category was made of the middle range workers, the third category are floor employees (such as desk operators and sales agents) and finally, we interviewed some customers or final consumers.

To line managers and persons ranking as such, we tried to find out from them about the history of Calafatas in connection to distribution channel. We inquired whether they had a policy on distribution channel and how that policy worked. Then, the researcher tried to know whether they thought that policy was effective by asking if they were satisfied or not with the distribution channel.

To the middle and floor employees we tried to know whether they felt the company had a channel strategy and whether that strategy really enhanced performance. In case the response was negative, we then asked them if they felt that it was necessary for management to take a decision about a channel strategy that could extend sale points. Then we asked from them to briefly describe how the product got to the final consumer i.e. if there were specific retailers who took the product to the final consumer or there is other channel by which customers are informed about the product. We also tried to find out the difficulties they faced with regards to the distribution of the products of Calafatas to the final consumer and what they thought could be done to remedy the situation. Finally, we tried to find out if they were satisfied with their role and whether they thought it led to performance.

To the customers who are city dwellers, we tried to find out from them how they were able to purchase products from bakery companies and to know if they were satisfied or not. For those who said they were not satisfied we then asked them how they thought the company could put the products at their disposal. We also tried to find out from them whether they thought it was necessary for the company to extend sale points. For example, the researcher tried to know whether they were satisfied with the delivery service and the customer service. She also tried to know from them how they were informed of the availability of the product, where and when. For example, when am I sure of having a loaf of fresh bread from? Is it from 7 am in the morning or otherwise? How am I going to have my fresh loaf of bread? Is it by going to purchase it in the

counter at Calafatas? Or do I have to expect from a sales delivery agent? Such are examples of the questions the researcher thought to ask the customers of Calafatas.

- *Secondary Source*

The researcher collected and reviewed relevant documents from the internet and archives of the organization to elicit related secondary data. Information from these sources was used to supplement data obtained from the primary sources. Information obtained from articles and textbooks enabled the researcher to have a broader knowledge of the subject matter (distribution) and how other authors in other settings perceive and treat it. This document review was also important because it helped the researcher to come up with both an empirical and theoretical literature review. For example, the two major theories used in the research were taken from documents.

- *Data Collection Procedure*

The procedures of data collection followed the research objectives and questions. A review of related literature was also done. The researchers administer questionnaires. Most of the questionnaires were answered and given back to the researcher on spot while some respondents answered theirs later.

2 METHODS OF DATA ANALYSES

This section discusses the analytical tools used as well as the validity and reliability of these tools.

- *Qualitative and quantitative analysis*

In order to support the reliability of the data to be collected, both quantitative and qualitative research tools were used to obtain quantitative and qualitative data, the instrument used composed of a questionnaire and documentary analysis ; the procedure for analysing the data was correlation analysis.

- *Correlation analyses*

The correlation is easy to understand. The degree of relationship between two or more variables, there are two types of correlation namely 'simple correlation' (which measures the relationship between two variables) and multiple correlation (which measures the relationship between more than two independent variables and the only dependent variable). Here the researcher used the simple correlation in order to analyze the data.

In determining the correlation, she used the correlation coefficient (r)

When " r " is negative, it shows an inverse **and** negative relationship between the dependent and independent variables

When " r " is positive, it shows a positive relationship between the two variables. Usually the value of " r " falls in between -1 and 1 that is $-1 < r < 1$.

The higher (more positive or negative) the value of " r ", the stronger the correlation, specifically $r > 0.5$ or $r > -0.5$, it shows a stronger correlation.

- *Data Analyses and Processing (SPSS)*

The raw data collected using the structured questionnaire was sorted, edited, translated, coded and reviewed so as to have the required quality, accuracy, consistency and completeness. It was then analyzed using the Statistical Package for Social Scientists (SPSS).

- *Validity and Reliability of Research Tools*

The validity and reliability of the research instrument will be discussed under this section.

- *Validity*

Validity of research instrument refers to the extent to which the instrument measures what it is supposed to measure Amin (2005). To ensure validity of the research instrument, expert and

research supervisors in the school of education, the questionnaires given to the sample size were made up of close ended questions which will be constructed with the help of friends and taken to the supervisor for validation before presenting it to the respondents. The research questions in the questionnaire will be developed to represent each variable in the research.

- *Face validity*: face validity is the extent to which a test is subjectively viewed as covering the concept it has to measure; it refers to the transparency of a test as it appears to test participants. The data collection instrument respected the general presentation, introduction, identification of respondents, questions from the independent variables and dependent variables.
- *Content validity*: Content validity refers to how accurately an assessment or measurement tool taps into the various aspects of the specific construct in questions. In other words, do the questions really assess the construction in question, or are the responses by the person answering the questions influenced by other factors? Consequently, the supervisor of the project examined that each item was constructed in relation to the objectives of the study. After all vital corrections, the relevance in relation to the topic was confirmed thus content validated.

Free-test: A pilot test was carried out on different respondents who however were not in the target population. That is questions were asked to respondents not in the sample population, but found in the general population of the study.

- *Reliability*

Reliability is the extent to which a measuring instrument has variable errors that are inconsistent from various observations by the same measurement.

SECTION TWO: PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This part looks at the presentation of data collected from the field as well as the analysis of the data which was verified by the specific objectives and possible interpretations of the objectives were given. The method used in presenting the data was one where questions were presented and analysis done to show the extent of their impact on the study as a whole. It was presented in the form of tables and charts. Not all the questionnaires given out were returned answered. 50 questions were administered and 40 were answered and returned to the researcher. This made a total response rate of 80%. However, this section contains two sections with section one being the presentation and analysis of data and section two which focuses on hypothesis testing. Each is examined in detail below.

1. PRESENTATION AND ANALYSIS OF DATA

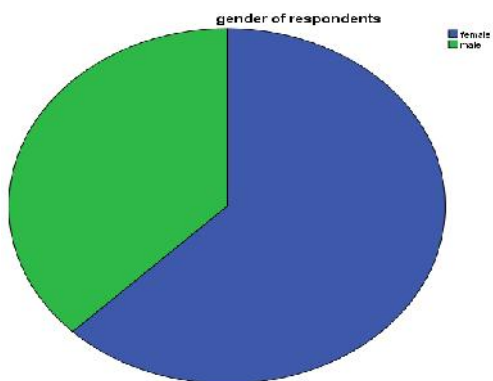
This section presents the data in the form of a table and chart for each question item and response obtained from respondents. The presentation is in the form of figures and after each presentation, an interpretation is given as at under:

Table 1: Gender of respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|-----------|---------|---------------|--------------------|
| Female | 25 | 62.5 | 62.5 | 62.5 |
| Male | 15 | 37.5 | 37.5 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 1: Gender of respondents



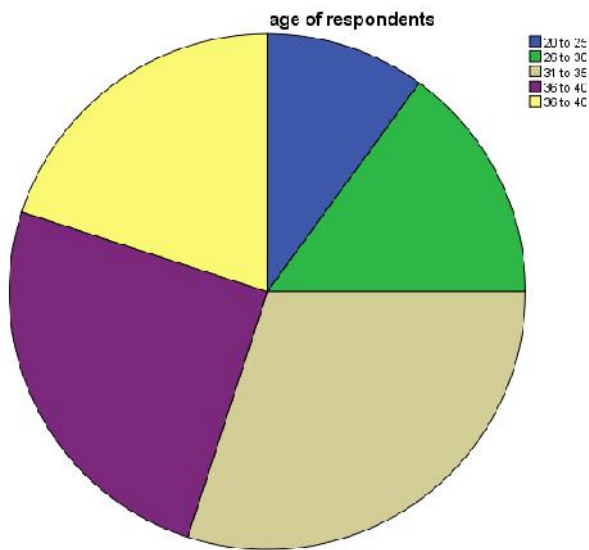
From the above table and figure, 25 respondents were female making a percentage of 62.5% and 15 respondents were male making a percentage of 37.5% of the total population, this therefore means more females responded than males

Table 2: Age of respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid 20 to 25 | 4 | 10.0 | 10.0 | 10.0 |
| 26 to 30 | 6 | 15.0 | 15.0 | 25.0 |
| 31 to 35 | 12 | 30.0 | 30.0 | 55.0 |
| 36 to 40 | 10 | 25.0 | 25.0 | 80.0 |
| 36 to 40 | 8 | 20.0 | 20.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 2: Age of respondents



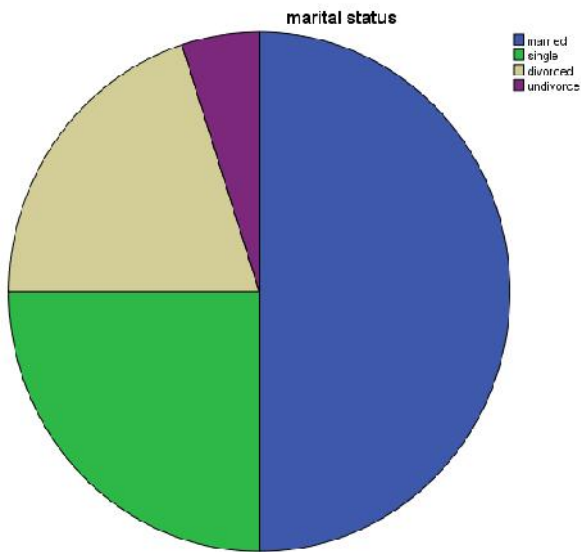
From the above table and figure, 4 Respondent are between 20-25 with a percentage of 10%, 6 respondents are between 26-30 with a percentage of 15%, 12 respondents are between 31-35 with a percentage of 30%, 10 respondents are between the age of 36-40 with a percentage of 25%, 8 respondents are between the age of 41-50 with a percentage of 20%, no respondent were above the age of 50. this therefore implies respondents between the age of 31-40 were more than other since it has the highest frequency and percentage

Table 3: Marital status

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Married | 20 | 50.0 | 50.0 | 50.0 |
| Single | 10 | 25.0 | 25.0 | 75.0 |
| divorced | 8 | 20.0 | 20.0 | 95.0 |
| undivorce | 2 | 5.0 | 5.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 3: Marital status



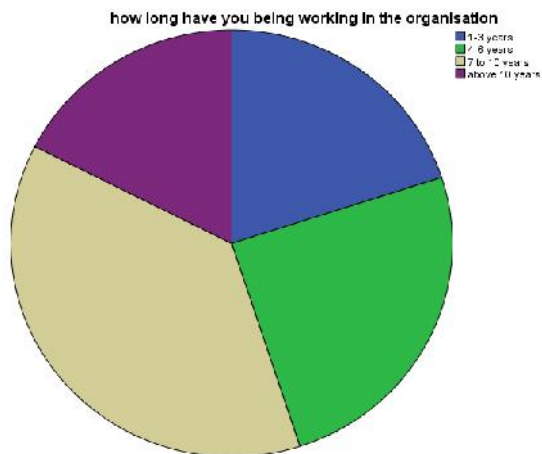
From the above table and figure, 20 respondents were married making a percentage of 50%, 10 respondents were single making a percentage of 25%, 8 respondents were divorce making a percentage of 20% and 2 respondents were un divorce making a percentage of 5%. it can therefore be concluded that the respondent were mostly made up of married people since it has the highest frequency and percentage.

Table 4: How long have you been working in the organization?

| | Frequenc y | Percent | Valid Percent | Cumulative Percent |
|----------------------|---------------|---------|------------------|-----------------------|
| 1-3 years | 8 | 20.0 | 20.0 | 20.0 |
| 4-6 years | 10 | 25.0 | 25.0 | 45.0 |
| 7 to 10 years | 15 | 37.5 | 37.5 | 82.5 |
| Valid above 10 years | 7 | 17.5 | 17.5 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 4: How long have you been working in the organization



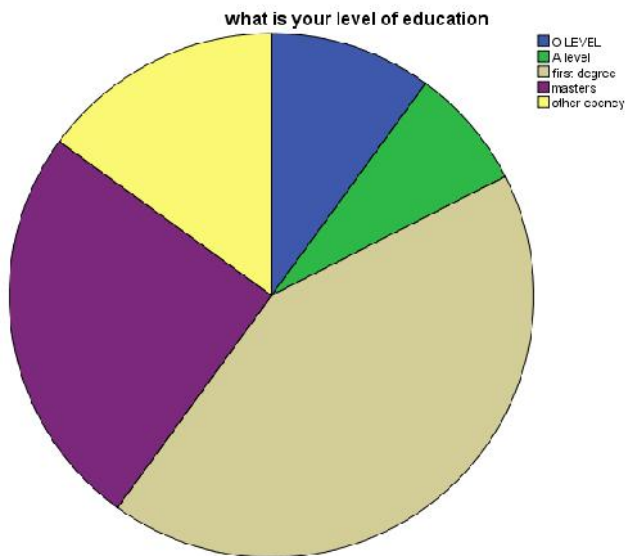
From the table and figure above, 8 respondents have been working with the organization from 1-3 years with a total percentage of 20%, 10 respondents have been working with the organization from 4-5 years with a percentage of 25%, 15 respondents have been working with the organization from 7-10 years with a percentage of 37.5% and 7 respondents have been working with the organization for more than 10 years with a percentage of 17.5%. From the above analyses most of the respondents worked with the organization from 7-10 years since it has the highest frequency and percentage.

Table 5: What is your level of education

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-----------|---------|---------------|--------------------|
| 'O' Level | 4 | 10.0 | 10.0 | 10.0 |
| 'A' Level | 3 | 7.5 | 7.5 | 17.5 |
| First degree | 17 | 42.5 | 42.5 | 60.0 |
| Masters | 10 | 25.0 | 25.0 | 85.0 |
| other | 6 | 15.0 | 15.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 5: What is your level of education



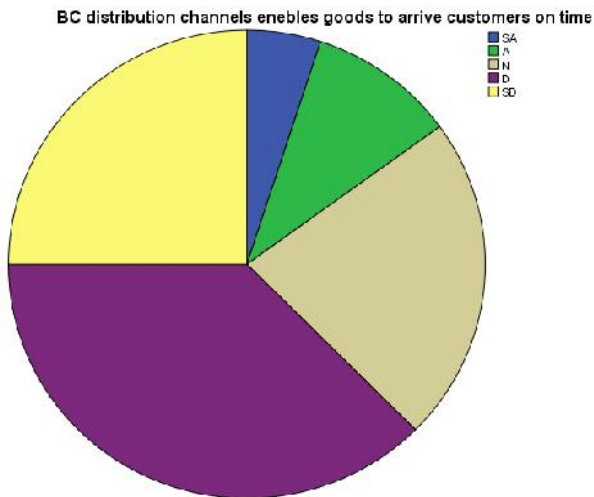
From the above table and figure, 4 respondents have ordinary levels with a percentage of 10%, 3 respondents have advanced level with a percentage of 7.5%, 17 respondents have first degree with a percentage of 42.5%, 10 respondents have masters with a percentage of 25%, 6 respondents have other specification with a percentage of 15%. This therefore means that a majority of the workers have first degree as their highest level of education.

Table 6: BC distribution channel enables goods to arrive customers on time

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 2 | 5.0 | 5.0 | 5.0 |
| A | 4 | 10.0 | 10.0 | 15.0 |
| N | 9 | 22.5 | 22.5 | 37.5 |
| D | 15 | 37.5 | 37.5 | 75.0 |
| SD | 10 | 25.0 | 25.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 6: BC distribution channel enables goods to arrive customers on time



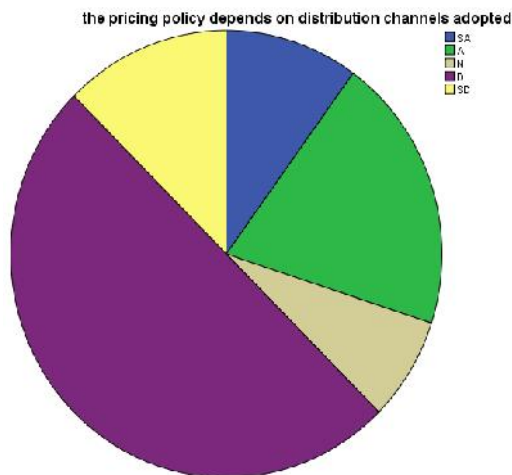
From the above table and figure, 2 respondents strongly agreed representing 5% of the total population, 4 respondents agreed representing 10% of the total respondents, 9 respondents are neutral representing 22.5% of respondents, 15 respondents disagreed representing 37.5% of the population, 10 respondents strongly disagreed representing 25% of the population, from the above calculations we can conclude that most of the employees and channel members disagreed with the fact that BC distribution channel enables goods to arrive customers on time.

Table 7: The pricing policy depends on distribution channel adopted

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 4 | 10.0 | 10.0 | 10.0 |
| A | 8 | 20.0 | 20.0 | 30.0 |
| N | 3 | 7.5 | 7.5 | 37.5 |
| D | 20 | 50.0 | 50.0 | 87.5 |
| SD | 5 | 12.5 | 12.5 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 7: The pricing policy depends on distribution channel adopted



From the above table and figure, 4 respondents strongly agree representing 10% of the population, 8 respondents agreed representing 20% of the population, 3 respondents are neutral representing 7.5% of the total population, 20 respondents disagreed representing 50% of the population, 5 respondents strongly disagreed representing 12.5% of the total population, from the above analyses we can conclude that most of the employees and channel members disagreed with the fact that the pricing policy depends on the distribution channel adopted.

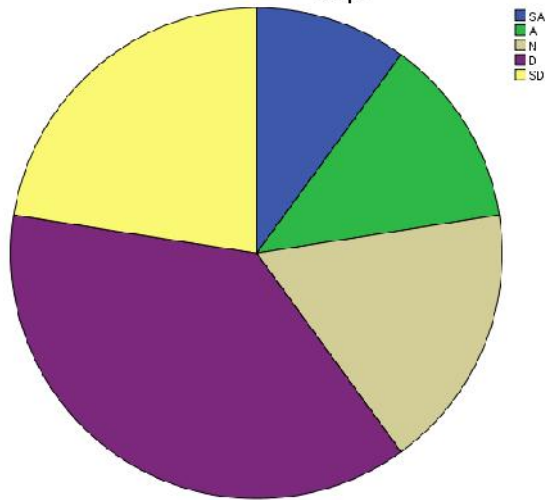
Table 8: BC takes in account the product based on the distribution channel adopted

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 4 | 10.0 | 10.0 | 10.0 |
| A | 5 | 12.5 | 12.5 | 22.5 |
| N | 7 | 17.5 | 17.5 | 40.0 |
| D | 15 | 37.5 | 37.5 | 77.5 |
| SD | 9 | 22.5 | 22.5 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: field work 2020

Figure 8: BC takes in account the product based on the distribution channel adopted

BC TAKES IN ACCOUNT THE PRODUCT deciding on the distribution channels to adopt



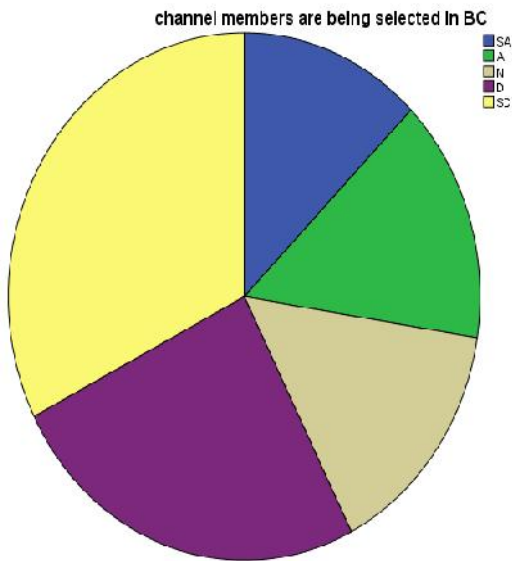
From the above table and figure, 4 respondents strongly agreed representing 10% of the population, 5 respondents agreed representing 12.5% of the respondents, 7 respondents were neutral representing 17.5% of the population, 15 respondents disagreed representing 37.5% of the population and 9 respondents strongly disagreed representing 22.5% of the total population,

Table 9: Channel members are being selected in BC

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 5 | 12.5 | 12.5 | 12.5 |
| A | 6 | 15.0 | 15.0 | 27.5 |
| N | 6 | 15.0 | 15.0 | 42.5 |
| D | 10 | 25.0 | 25.0 | 67.5 |
| SD | 13 | 32.5 | 32.5 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 9: Channel members are being selected in BC



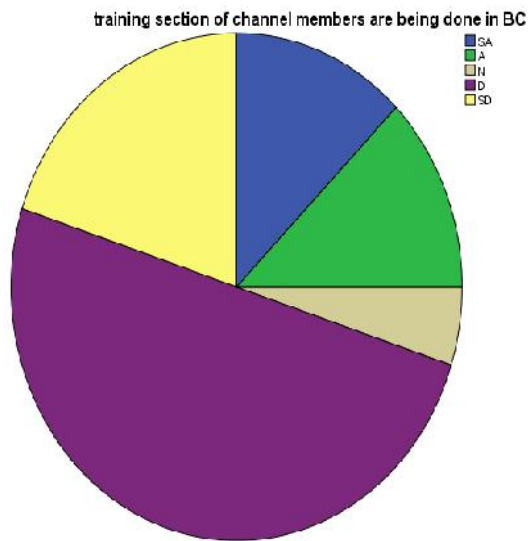
From the above table and figure, 4 respondents strongly agreed representing 10% of the population, 5 respondents agreed representing 12.5% of the respondents, 7 respondents were neutral representing 17.5% of the population, 15 respondents disagreed representing 37.5% of the population and 9 respondents strongly disagreed representing 22.5% of the total population,

Table 10: The organisation of training sessions for channel members in BC

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 5 | 12.5 | 12.5 | 12.5 |
| A | 5 | 12.5 | 12.5 | 25.0 |
| N | 2 | 5.0 | 5.0 | 30.0 |
| D | 20 | 50.0 | 50.0 | 80.0 |
| SD | 8 | 20.0 | 20.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 10: The organisation of training sessions for channel members in BC



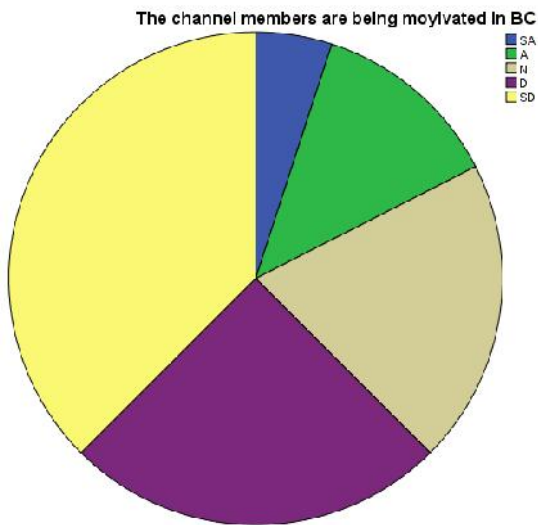
From the table and figure above, 5 respondents strongly agreed representing 12.5% of the population, 5 respondents agreed representing 12.5% of respondents, 2 respondents were neutral representing 5% of respondents, 20 respondents disagreed representing 50% of the population and 8 respondents strongly disagreed representing 20% of the population, from the above calculations, we can conclude that employees and channel members disagree the fact that channel members are being trained in BC.

Table 11: The channel members are being motivated in BC

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 2 | 5.0 | 5.0 | 5.0 |
| A | 5 | 12.5 | 12.5 | 17.5 |
| N | 8 | 20.0 | 20.0 | 37.5 |
| D | 10 | 25.0 | 25.0 | 62.5 |
| SD | 15 | 37.5 | 37.5 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 11: channel members are being motivated in BC



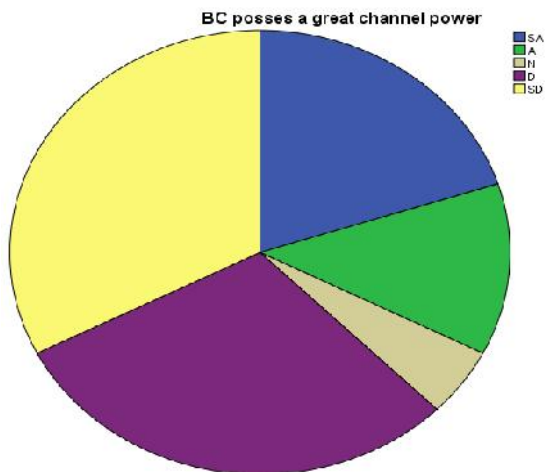
From the above table and figure, 2 respondents strongly agreed representing 5% of the population, 5 respondents agreed representing 12.5% of the population, 8 respondents were neutral representing 20% of the total population, 10 respondents disagreed representing 25% of the population and 15 respondents strongly disagreed representing 37.5% of the population, from the analyses above it can be concluded that employees and channel members strongly disagree the fact that channel members are being motivated in BC.

Table 12: BC possess a great channel power

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 2 | 5.0 | 5.0 | 5.0 |
| A | 5 | 12.5 | 12.5 | 17.5 |
| N | 8 | 20.0 | 20.0 | 37.5 |
| D | 10 | 25.0 | 25.0 | 62.5 |
| SD | 15 | 37.5 | 37.5 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 12: BC possess a great channel power



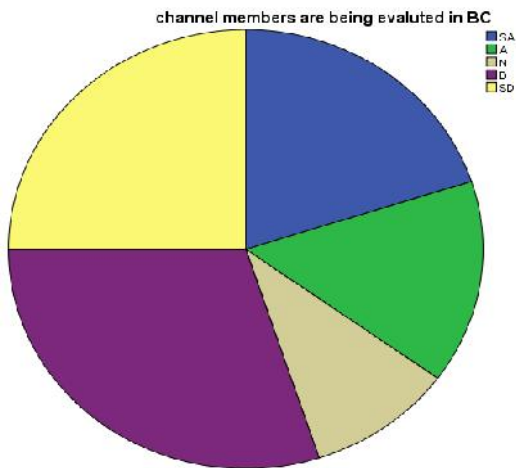
From the above table and figure, 8 respondents strongly agreed representing 20% of the population, 5 respondents agreed representing 12.5% of the population, 2 respondents were neutral representing 5% of the total population, 12 respondents disagreed representing 30% of the population and 13 respondents strongly disagreed representing 32.5% of the total population

Table 13: Channel members are being evaluated in BC

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 8 | 20.0 | 20.0 | 20.0 |
| A | 6 | 15.0 | 15.0 | 35.0 |
| N | 4 | 10.0 | 10.0 | 45.0 |
| D | 12 | 30.0 | 30.0 | 75.0 |
| SD | 10 | 25.0 | 25.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 13: Channel members are being evaluated in BC



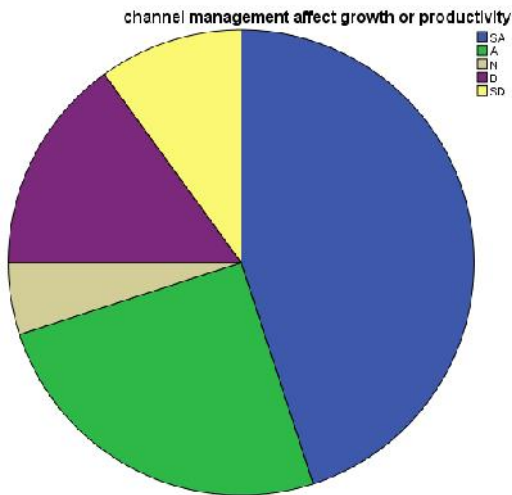
From the above table and figure, 8 respondents strongly agreed representing 20% of the population, 5 respondents agreed representing 12.5% of the population, 2 respondents were neutral representing 5% of the total population, 12 respondents disagreed representing 30% of the population and 13 respondents strongly disagreed representing 32.5% of the total population

Table 14: Channel management affect performance

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 18 | 45.0 | 45.0 | 45.0 |
| A | 10 | 25.0 | 25.0 | 70.0 |
| N | 2 | 5.0 | 5.0 | 75.0 |
| D | 6 | 15.0 | 15.0 | 90.0 |
| SD | 4 | 10.0 | 10.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 14: Channel management affect performance



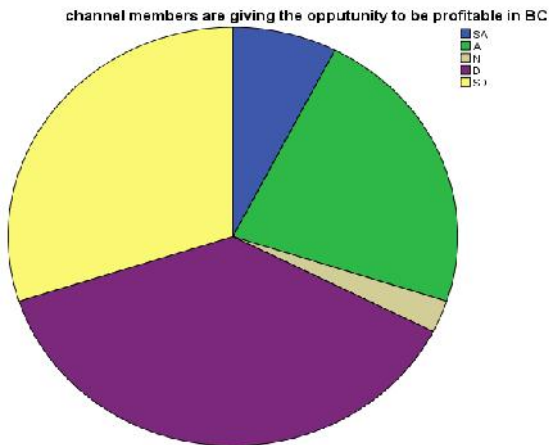
From the above table and figure, 18 respondents strongly agreed representing 45% of the population, 10 respondents agreed representing 25% of the total respondent, 2 respondents were neutral representing 5% of the population, 6 respondents disagreed representing 15% of the respondents and 4 respondents strongly disagreed representing 10% of the population, from the above analyses, we can come to a conclusion that employees and channel members of BC strongly agree that channel management affects productivity.

Table 15: Channel members are giving the opportunity to be profitable in BC

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 3 | 7.5 | 7.5 | 7.5 |
| A | 9 | 22.5 | 22.5 | 30.0 |
| N | 1 | 2.5 | 2.5 | 32.5 |
| D | 15 | 37.5 | 37.5 | 70.0 |
| SD | 12 | 30.0 | 30.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 15: Channel members are giving the opportunity to be profitable in BC



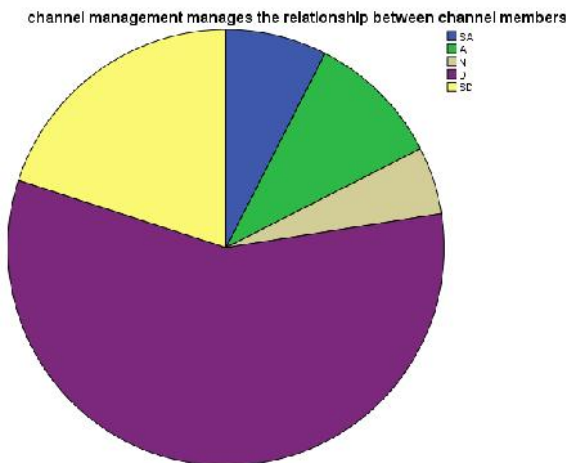
From the table and figure above, 3 respondents strongly agreed representing 7.5% of the respondents, 9 respondents agreed representing 22.5% of the population, 1 respondent was neutral representing 2.5% of the total population, 15 respondents disagreed representing 37.5% of the population and 12 respondents strongly disagreed representing 30% of the respondents. From the above analyses, it can be concluded that employees and channel members strongly disagree the fact that channel members are given the opportunity to be profitable.

Table 16: Channel management manages the relationship between channel members

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 3 | 7.5 | 7.5 | 7.5 |
| A | 9 | 22.5 | 22.5 | 30.0 |
| N | 1 | 2.5 | 2.5 | 32.5 |
| D | 15 | 37.5 | 37.5 | 70.0 |
| SD | 12 | 30.0 | 30.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 16: Channel management manages the relationship between channel members



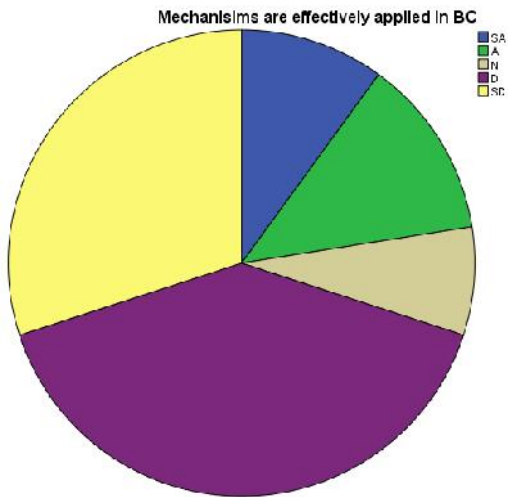
From the table and figure above, 3 respondents strongly agree representing 7.5% of the population, 4 respondents agreed representing 10% of the population, 2 respondents were neutral representing 5% of the respondents, 23 respondents disagreed representing 57.5% of the population and 8 respondents strongly disagreed representing 20% of the total population, from the analyses above, it can be concluded that employees and channel members strongly disagree the fact that the channel management manages the relationship between channel member.

Table 17: Mechanisms are effectively applied in BC

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 4 | 10.0 | 10.0 | 10.0 |
| A | 5 | 12.5 | 12.5 | 22.5 |
| N | 3 | 7.5 | 7.5 | 30.0 |
| D | 16 | 40.0 | 40.0 | 70.0 |
| SD | 12 | 30.0 | 30.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 17: Mechanisms are effectively applied in BC



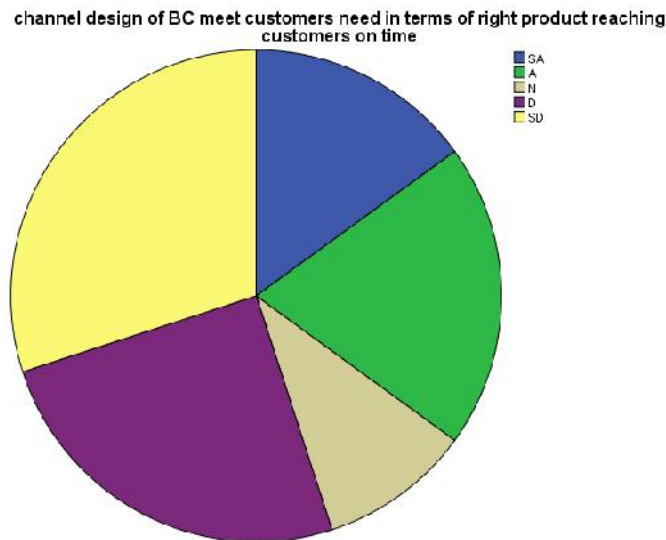
From the above table and figure, 4 respondents strongly agreed representing 10% of the respondents, 5 respondents agreed representing 12.5% of the population, 3 respondents were neutral representing 7.5% of the population, 16 respondents disagreed representing 40% of the population and 12 respondents strongly disagreed representing 30% of the population, from the

Table 18: Channel design of BC meets customers’ need in terms of right product reaching customers on time

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 6 | 15.0 | 15.0 | 15.0 |
| A | 8 | 20.0 | 20.0 | 35.0 |
| N | 4 | 10.0 | 10.0 | 45.0 |
| D | 10 | 25.0 | 25.0 | 70.0 |
| SD | 12 | 30.0 | 30.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 18: Channel design of BC meets customers’ need in terms of right product reaching customers on time



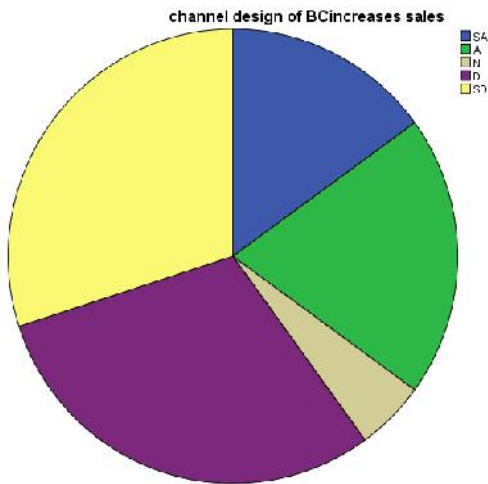
From the above table and figure, 6 respondents strongly agreed representing 15% of the population, 8 respondents agreed representing 20% of the total population, 4 respondents were neutral representing 10% of the respondents, 10 respondents disagreed representing 25% of the population and 12 respondents strongly disagreed representing 30% of the population, from the analyses above, it shows that employees and channel members strongly disagree the fact that channel design of BC meets customers needs in terms of right product reaching customers on time

Table 19: Channel design of BC increases sales.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 6 | 15.0 | 15.0 | 15.0 |
| A | 8 | 20.0 | 20.0 | 35.0 |
| N | 2 | 5.0 | 5.0 | 40.0 |
| D | 12 | 30.0 | 30.0 | 70.0 |
| SD | 12 | 30.0 | 30.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 19: Channel design of BC increases sales.



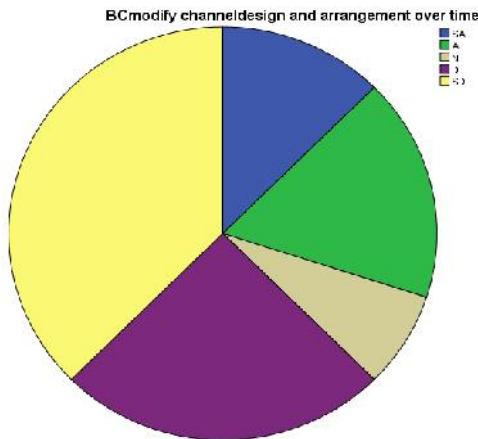
From the above table and figure, 6 respondents strongly agreed representing 15% of the total respondents, 8 respondents agreed representing 20% of the population, 2 respondents were +neutral representing 5% of the total population, 12 respondents disagreed representing 30% of the population and 12 respondents strongly disagreed representing 30% of the total respondents from the above analyses , it can be concluded that employees and channel members strongly disagree that channel design of BC increases sales.

Table 20: BC modify channel design and arrangement over time

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 5 | 12.5 | 12.5 | 12.5 |
| A | 7 | 17.5 | 17.5 | 30.0 |
| N | 3 | 7.5 | 7.5 | 37.5 |
| D | 10 | 25.0 | 25.0 | 62.5 |
| SD | 15 | 37.5 | 37.5 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 20: BC modify channel design and arrangement over time



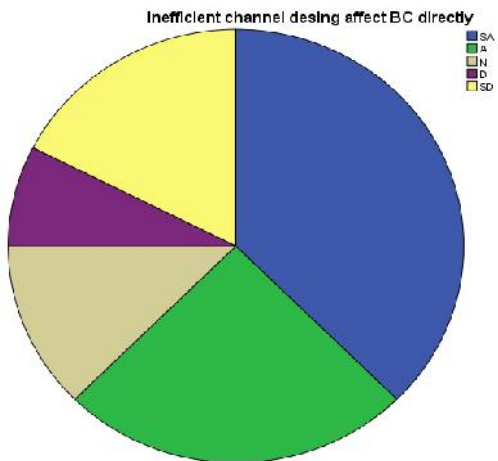
From the table and figure above, 5 respondents strongly agreed representing 12.5% of the population, 7 respondents agreed representing 17.5% of the population, 3 respondents were neutral representing 7.5% of the population, 10 respondents disagreed representing 25% of the total respondents and 15 respondents strongly disagreed representing 37.5% of the population. From the calculations above, we can come to the conclusion that employees and channel member strongly disagree the fact that BC modify channel design and arrangements over time.

Table 21: Inefficient channel design affect BC directly

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 15 | 37.5 | 37.5 | 37.5 |
| A | 10 | 25.0 | 25.0 | 62.5 |
| N | 5 | 12.5 | 12.5 | 75.0 |
| D | 3 | 7.5 | 7.5 | 82.5 |
| SD | 7 | 17.5 | 17.5 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: Fieldwork 2020

Figure 21: Inefficient channel design affect BC directly



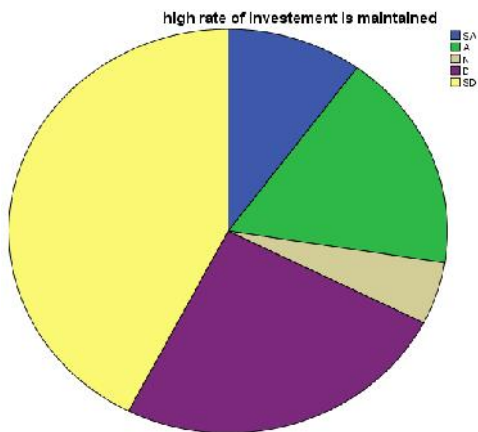
From the above table and figure, 15 respondents strongly agreed representing 37.5% of total respondents, 10 respondents agreed representing 25% of the population, 5 respondents were neutral representing 12.5% of the total respondents, 3 respondents disagreed representing 7.5% of the population and 7 respondents strongly disagreed representing 17.5% of the population. From the analyses above, it is obvious that employees and channel members strongly agree the inefficient channel members affects BC directly.

Table 22: High rate of investment is maintained

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 4 | 10.0 | 10.0 | 10.0 |
| A | 7 | 17.5 | 17.5 | 27.5 |
| N | 2 | 5.0 | 5.0 | 32.5 |
| D | 10 | 25.0 | 25.0 | 57.5 |
| SD | 17 | 42.5 | 42.5 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 22: High rate of investment is maintained



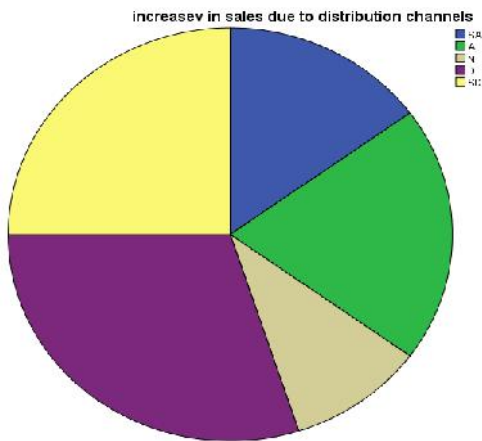
From the table and figure above, 4 respondents strongly agreed representing 10% of the population, 7 respondents agreed representing 17.5% of the population, 2 respondents were neutral representing 5% of the population, 10 respondents disagreed representing 25% of the population and 17 respondents strongly disagreed representing 42.5% of the total respondents.

Table 23: Increase in sales due to distribution channels

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 6 | 15.0 | 15.0 | 15.0 |
| A | 8 | 20.0 | 20.0 | 35.0 |
| N | 4 | 10.0 | 10.0 | 45.0 |
| D | 12 | 30.0 | 30.0 | 75.0 |
| SD | 10 | 25.0 | 25.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 23: Increase in sales due to distribution channels



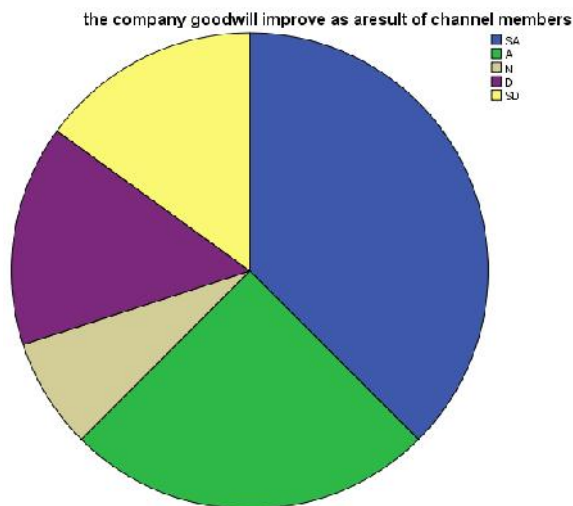
From the above table and chart, 6 respondents strongly agreed representing 15% of the population, 8 respondents agreed representing 20% of the population, 4 respondents are neutral representing 10% of the population, 12 respondents disagreed representing 30% of the population and 10 respondents strongly disagreed representing 20% of the population.

Table 24: The company goodwill improve as a result of channel members

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 15 | 37.5 | 37.5 | 37.5 |
| A | 10 | 25.0 | 25.0 | 62.5 |
| N | 3 | 7.5 | 7.5 | 70.0 |
| D | 6 | 15.0 | 15.0 | 85.0 |
| SD | 6 | 15.0 | 15.0 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 24: The company goodwill improve as a result of channel members



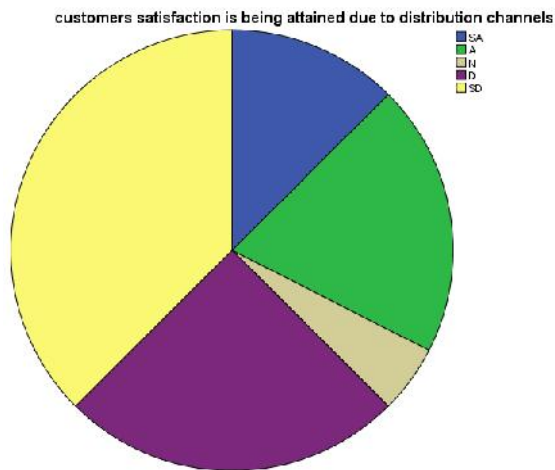
From the above table and figure, 15 respondents strongly agreed representing 37.5% of the population, 10 respondents agreed representing 25.0% of the population, 3 respondents were neutral representing 7.5% of the population, 6 respondents disagreed representing 15.0% of the population and 16 respondents strongly disagreed representing 15.0% of the population, from the analyses above, it can be concluded that employees and channel members disagree with the fact that there is any increase in sales due to distribution channel

Table 25: Customers' satisfaction is being attained due to distribution channels

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| SA | 5 | 12.5 | 12.5 | 12.5 |
| A | 8 | 20.0 | 20.0 | 32.5 |
| N | 2 | 5.0 | 5.0 | 37.5 |
| D | 10 | 25.0 | 25.0 | 62.5 |
| SD | 15 | 37.5 | 37.5 | 100.0 |
| Total | 40 | 100.0 | 100.0 | |

Source: fieldwork 2020

Figure 25: Customers' satisfaction is being attained due to distribution channels



From the above table and figure, 5 respondents strongly agreed representing 12.5% of the total respondents, 8 respondents agreed representing 20% of the population, 2 respondents were neutral representing 5% of the population, 10 respondents disagreed representing 25% of the population and 15 respondents strongly disagreed representing 37.5% of the total population. From the above analyses it can be concluded that employees and channel members strongly disagree the fact that customer satisfaction is being attained due to distribution channels.

2. HYPOTHESIS TESTING

This section is devoted to testing the main and other hypotheses raised in the research. It consists of presenting and interpreting the main hypothesis, hypothesis one and hypothesis two.

MAIN HYPOTHESIS

HO: Distribution channels has an impact on organizational performance

Table 30: Testing Hypothesis

| | Distribution channels | Organisational performance |
|-----------------------------------|------------------------------|-----------------------------------|
| Pearson | 1 | -.162 |
| Distribution channel Correlation | | |
| Sig. (2-tailed) | | .324 |
| N | 40 | 40 |
| Pearson Organisational | | |
| Correlation Performance | -.162 | 1 |
| | .324 | |
| Sig.(2-tailed) | | |
| Coefficient of determination | 40 | 40 |
| N | | |

Correlations

Source: *Field work, June 2020.*

Correlation is significant at the level 0.05(2-tailed).

Interpretation

The table above shows the Pearson correlation coefficient r is $-.162$ and it is statistically significant at $p= 0.05$ and the sample size n is 40 . Which can be demonstrated as follows ($r=-.162, n=40, p=0.05$). The relationship between the two variables was determined to be a weak negative.

Conclusion

Following this research work, it is revealed that customers and channel members of BC perceive a weak relationship between distribution channels and organizational performance.

This is because the company has a decrease in economies of scale, that is transportation and service cost will rise when dealing with distribution channels and thus affecting organizational performance.

Hypothesis one

H1: channel members have an impact on organizational performance.

Table 31: Hypothesis one

| | Distribution channels | Organizational sales |
|------------------------|------------------------------|-----------------------------|
| Pearson | 1 | -.132 |
| Distribution channel | | |
| Correlation | | .224 |
| Sig. (2-tailed) | 40 | 40 |
| N | | |
| | -.132 | 1 |
| Pearson Organisational | .224 | |
| Correlation sales | | |
| Sig.(2-tailed) | | |
| | 40 | 40 |
| Coefficient of | | |
| determination N | | |

Correlation is significant at the level 0.05(2-tailed).

Interpretation

The table above shows the Pearson correlation coefficient r is $-.132$ and it is statistically significant at $p= 0.05$ and the sample size n is 40 . Which can be demonstrated as follows ($r=-.132, n=40, p=0.05$). The relationship between the two variables was determined to be a weak negative.

Following this research, it has revealed that employees and channel members of BC perceive a weak relationship between distribution channels and organizational sales because channel members most at times collect goods on credit and pay after a long period of time. This cash flow stress affects organizational sales negatively.

Hypothesis two

H2: channel management affects organizational sales

Table 32: Hypothesis two

| | Channel Management | Organisational sales |
|----------------------------------|---------------------------|-----------------------------|
| Pearson | 1 | -.039 |
| channel management Correlation | | |
| Sig. (2-tailed) | | .867 |
| N | 40 | 40 |
| Pearson | -.039 | 1 |
| Organisational correlation sales | | |
| Sig.(2-tailed) | .867 | |
| Coefficient of determination | | |
| N | 40 | 40 |

Correlation is significant at the level 0.05(2-tailed).

Interpretation

The table above shows the Pearson correlation coefficient r is $-.039$ and it is statistically significant at $p= 0.05$ and the sample size n is 40 . Which can be demonstrated as follows ($r=-.039$, $n=40$, $p=0.05$). The relationship between the two variables was determined to be a weak negative.

Conclusion

Following this research work, we reject the null hypotheses (H_1) as it has been revealed that employees and channel members of BC perceive a weak relationship between channel management and performance because there is lack of control over members and thus affecting organizational sales. Channel members are too numerous making control over them ineffective.

CHAPTER FOUR

DISCUSSIONS, RECOMMENDATION AND CONCLUSION

This chapter will be based on giving a conclusion with respect to the finding of the study. It will also dwell on recommendations, which, if considered, may improve the quality of distribution and enhance performance in the case study. In this respect, this chapter will be divided into five sections which are: discussion on what was revealed in chapter four, conclusion of the work and lastly recommendations or proposals to ameliorate the situation prevailing, difficulties encountered and proposal for future research.

SECTION 1: DISCUSSION AND RECOMMENDATION

This section of the research identifies and explains how distribution channel enhances performance. Due to the fact that most bakeries turn to ignore their distribution channel, it also explains and suggests some possible ways in which goods have to reach the final consumer on time and place.

1 DISCUSSION

This research is aimed at providing an insight into distribution channels and performance with case of boulangerie Calafatas located in central town, Yaounde. It basically argued that effective channel management can boost performance which in turn increase revenue and improve cash flow. Distribution channels enable managers to make their products reach a wide range of consumers and ensure products to arrive customers on time. During the field research, data was collected and analyzed. Also, various hypotheses were tested with a view of finding from the observation gave enough evidence to give an answer to the research question, two research questions were formulated alongside two statistical hypotheses which were verified using Pearson correlation at a 5 percent level of significance. The result from the study revealed that:

Firstly, with respect to the main research objective, there is much significance between respondents who were of the opinion that distribution channels has an impact on organisational performance and who agreed as responses from the 6,7, and 8 from the questionnaire can back this statement.

With respect to the first specific objective, there is much significance between respondent who were of the opinion that channel members play a role in organizational sales and who agreed as responses from question 24 back this statement.

With respect to the second specific objective, there is much significant between respondent who were of the opinion that channel management decision play a role in

organizational sales and who agreed as respondent from question 12,13,and 14 all back this statement.

Secondly, with respect to hypothesis one, there is much significance between respondents who were of the opinion that the level of channel members has an impact on organizational sales and who agreed as respondent from 6,8 from the questionnaires back this statement.

Secondly, with respect to hypothesis two 2, channel management affect organizational sales in BC as responses from questionnaires 9to 16 from the question clearly shows this impact with the help of correlation.

2 RECOMMENDATIONS

Following the problems listed in this piece of research work, it is but necessary that the situation be solved in order to ensure the continuing performance in Boulangeri Calafatas. The researcher therefore proposed the following recommendations:

Management should make distribution channels its priority: the organization should devote resources preferable at least one dedicated manager whose sole responsibility is to manage those relationships and build the marketing programs to derive revenue through the channels.

Establishment and extension of sales points: It will be of great help if management of Calafatas consider establishment of sale points, particularly in neighbourhoods and areas far from the bakery site and where the demand of products is high. This will increase visibility and outreach and of course bring in more income thereby boosting performance.

Develop measurements and track performance: The fear has always been expressed about the loss of revenue through distribution. There is a solution to this! Management can develop measurements and track performance as one of the control mechanism of its products. The organization should know who best sales performers are at each point in the channels. By tracking orders, volume and total revenue at each point, the organization can equally identify and improve underperforming partners and keep top performance happy.

Improve scope of communication: Communication is another relevant aspect we recommend the organisation to consider. The organization has to build relationships at each step

of their channel. If there is no communication with channel members, how can the organization identify problems and solve them and how will they know whether their objectives are working and how to make them better.

Avoid channel conflicts: The organization has to establish a pricing strategy and stick to it. A channel conflict arises because of price, and such a case the company must attempt to solve it as soon as possible.

SECTION TWO. CONCLUSION AND DIFFICULTIES ENCOUNTERED

In every research work, there must be a conclusion. So this section focuses on the conclusion and difficulties encountered during the research period.

1 CONCLUSION

The objective of this research work is to show the relationship between distribution channel and organizational performance in boulangerie Calafatas. We took off from the premise that there is poor channel management. This means that distribution channels are not effectively taken care of or managed leading to inappropriate and inefficient distribution which negatively affects organizational performance. Some explanations to this are:

Lack of means of adequate transportation means: The organization lacks adequate transportation facilities. Channel members buy goods in bulk or large quantities involving large echos for their transportation. The organization lacks such transportation facilities. Even where we find transportation vehicles, they are small. For example, sometimes they turn to use bikes like motorcycles, which are small because they cannot contain many products.

Lack of adequate control: the organization lacks full control over its channel members since they are numerous in number. The more people you have who sell for you the less effective control you may have over them which is the case with this organization channel management.

2 SOME DIFFICULTIES ENCOUNTERED AND SOLUTIONS

Some difficulties were encountered by the research when carrying out the research. These difficulties included the following:

Most of the documents were in French there by leading to difficulties in translation and understanding important documents. However, with the help of some friends who were versed with English and French, we were able to understand some of those documents.

The research had difficulties collecting facts from the field due to the busy nature of employees, channel members, and customers. Most customers in particular were always in the rush. However, we were able to persuade some of them reply to the questions after we told them that it could be of their benefit if their purchase distance is reduced.

Due to the busy nature of the town, the research had difficulties arriving work on time because of the too much traffic on the road. To overcome this, questionnaires were in some cases left behind for respondents to reply and return within their convenience so that even if the researcher got late, she would still find the answered questionnaire kept with the gateman.

Again, the questionnaire was written exclusively in English langue (which is the primary language of the researcher) whereas, most of the respondents were French speaking who were not able to understand some of the questions. Because of this language barrier some of them were really reluctant to take the questionnaire and even when the researcher proposed that they could take it home, some still refused of language barrier grounds. There was also no time to translate the questions given uncertainty loomed in the COVID-19 context, where school resumption time was not known. To overcome this, the researcher sometimes was the one who tried to explain the questions to respondents in French.

Finally, the fieldwork had to be conducted in the context of the outbreak of the COVID-19, when the government imposed confinement measures which limited people's movement. The researcher was quite scared to move out there. However, she had left some questionnaires for those willing to participate in the survey to take home and respond at their convenience and of course return them. This was a means to limit social distancing.

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APPENDICES

APPENDIX 1: UNANSWERED QUESTIONNAIRE

QUESTIONNAIRE ADRESSED TO SOME CUSTOMERS AND EMPLOYEES OF BOULANGERIE CALAFATAS YAOUNDE ON DISTRIBUTION CHANNEL AND PERFORMANCE

I, **Tawani Epse Suh I Chantal Akwi** is 5th year student of Marketing at ENSET Ebolowa of the University of Yaounde I. I am writing a research project as part of the requirements for the award of DIPET II in Marketing. The project is on “Distribution channel and performance in bakery firms in Cameroon: case study of Boulangerie Calafatas, Yaoundé”. The objective of the project is to examine the extent to which distribution channel affects performance. I wish that you participate in the survey by responding to and returning this questionnaire on or before 30th May 2020. In effect your choice of response will be highly appreciated and will be kept confidential. Tick where necessary.

The following signs are represented as follows:

SA= Strongly Agreed

A=Agreed

N=Neutral

SD=Strongly Disagree

D=Disagree

Section I: Identification of respondents

1 Sex

- Male
- Female

2 Age

- 20-25
- 26-30
- 31-35
- 36-40
- 36-40

3 Marital status

- Married
- Single
- Divorced

4 Longevity in service

- 1-3years
- 3-6 years
- 7- 10years

- Above 10years

5 Level of education

- GCE O Level
- GCE A Level
- First degree
- Masters
- Others

Section II: level of satisfaction of the products.

6 Does distribution channel enable goods arrive customers on time?

- SA
- A
- N
- SD
- D

7 Does the pricing policy depend on distribution channels adopted?

- SA
- A
- N
- SD
- D

8 Does BC takes in account the product based on the distribution channel adopt?

- SA
- A
- N
- SD
- D

9 Is there any criterion for selecting channel members?

- SA
- A
- N
- SD
- D

10 Do they organise training sessions for channel members in BC?

- SA
- A
- N
- SD
- D

11 Are channel members being motivated in BC?

- SA
- A
- N
- SD
- D

12 Does BC posse a great channel power?

- SA
- A
- N
- SD
- D

13 Are channel members being evaluated in BC?

- SA
- A
- N
- SD
- D

14 Does channel management affect performance?

- SA
- A
- N
- SD
- D

15 Do channel members profit in BC?

- SA
- A
- N
- SD
- D

16 Does channel management manage the relationship between channel members?

- SA
- A
- N
- SD
- D

17 Are mechanisms effectively applied in BC?

- SA
- A
- N
- SD
- D

18 Does channel design of BC meet customers need in terms of right product reaching customers on time?

- SA
- A
- N
- SD
- D

19 Does channel design of BC increase sales?

- SA
- A
- N
- SD
- D

20 Does BC modify channel design and management over time?

- SA
- A
- N
-
-

- SD
- D

21 Does inefficient channel design affect BC directly?

- SA
- A
- N
- SD
- D

22 Is high rate of investment maintained?

- SA
- A
- N
- SD
- D

23 Is there increase in sales due to distribution channels?

- SA
- A
- N
- SD
- D

24 Does the company's goodwill improve as a result of channel members?

- SA
- A
- N
- SD
- D

25 Is customers' satisfaction attained due to distribution channels?

- SA
- A
- N
- SD
- D

Thank you for participating in this survey!