

INFLUENCE OF DIRECT STRATEGY ON PERFORMANCE OF SUGAR MILLING COMPANIES IN KENYA

^{1*} **Patrick Lumumba Odek**
patrick_odek@yahoo.com

^{2**} **Aleri Odaya**
aleriodaya@yahoo.com

^{3***} **Caroline Sitienei Koech**
carolsitienei@gmail.com

^{1, 2, 3} *Jaramogi Oginga Odinga University of Science and Technology, Kenya*

Abstract: *Direct distribution channel involves a manufacturing firm sells their produce directly to the customers without the help of intermediaries either face-to-face or online. Because no intermediaries are involved, the strategy generates higher profits and freedom of the manufacturer to execute her market planning, reduction of order lead time and assurance of minimum sales turnover by ensuring producers get feedbacks on their products for adjustments to gain competitive advantage unlike indirect distribution channels. This study sought to determine the influence of distribution strategies on performance of sugar milling companies in Kenya with a specific objective to establish the influence of direct strategy on performance of sugar milling companies in Kisumu County.*

Methodology: *The research applied descriptive research design. Targeted population had 186 respondents who are employees within procurement and logistics department of Kibos, Chemelil and Muhoroni sugar companies to provide insight of distribution strategies and performance of sugar milling companies. A structured questionnaire was used for collection of data from the respondents.*

Findings: *The study concludes that the delivery of sugar is always done in time, the level of handling sugar on transit assures quality, and the activities involved in the distribution of sugar are expensive. However, the commonly used sugar supplies carriage mode is generally accessible and had negated effect on Sugar Milling Companies Performance. Generally outcome indicated that direct strategy influence performance of sugar milling companies.*

Keywords: *Direct Strategy, Distribution Strategy, Performance of Sugar Millers*

Background of the study

Globally, Sugar industry have diversified products as cost reduction strategy and synergy building for sustainability (Kiongera, Ngacho and Otuya, 2021). The ideal distribution system involves exploration of exploring consumer wants, convenience, demand, and the costs of alternative distribution channels (Adefulu and Adeniran, 2019). Distribution strategies are techniques that are used by sugar producers to ensure that their products move from production points to consumption point profitably and can take the form of direct, indirect, exclusive, selective or intensive strategy. Each independent channel contributes to the overall organization high sales turnover, enhanced customer satisfaction, reduction of cost and loyalty improvement to the firm's produce (Adefulu and Adeniran, 2019).

Direct distribution channel involves a manufacturing firm sells their produce directly to the customers without the help of intermediaries either face-to-face or online (Odek and Okoth, 2019). Because no intermediaries are involved, the strategy generates higher profits and freedom of the manufacturer to execute her market planning, reduction of order lead time and assurance of minimum sales turnover by ensuring producers get feedbacks on their products for adjustments to gain competitive advantage unlike indirect distribution channels (Gichiri and Kiriri, 2020). In contrast, it is difficult in a direct distribution channel to access a wider geographical coverage. Moreover, additional resources are needed to maintain distribution (Adimo and Osodo, 2017).

Product delivery to the ultimate customer at the right time, quality and quantity are more significant in marketing. Notwithstanding, many firms are unable to determine the most viable distribution strategy. Change of consumer taste has forced many firms to reengineer their distribution channel (Zhu, 2020). A well thought distribution channel plan is inevitably significant to enable the firms produce reach the final consumer. Companies that employ right strategies enhances utility within timeline, correct amount coupled with appropriate supportive service thus guaranteeing a high sales turnover than their competitors.

The kingpin in marketing function will encompass the following activities: delivering within timeline, correct quality and correct number. In spite of the foregoing, a number of firms have not been able to identify the most effective and optimum distribution strategy. With the change in customer taste, behavior, numerous firms have started to reengineer their supply chain structure (Zhu, 2020). A well thought distribution process is inevitably necessary to enable conveyance of a firms merchandise to the ultimate consumer. Companies must ensure that they embrace the five Rights of a distribution function which include right commodities, place, time and quantity which enables them to outcompete their competitors.

A study by Gichiri and Kiriri (2020) sought to investigate supply chain and marketing mix strategy among retail business in Nairobi, Kenya using descriptive design with questionnaires for collection of response from a sample size of 150 participants determined from a census of 239 retailer employees then subjected to descriptive and inferential statistics. Outcome indicated that direct supply chain avenues hastened product delivery to consumers while control on merchandise sales and marketing.

Equally, Obiero and Ondoro (2017) investigated direct distribution within SMEs in Kericho, Kenya using descriptive design with questionnaires used in data collection on 48 participants then subjected to descriptive statistics. The study revealed that direct distribution provides excellent service to the customer, optimize cost of distribution, and minimize final finished products within distribution chain and preparation of sales order. Process on direct channel network is inclusive of integration and coordination of myriad facets. This include the following; preparation of order, control of stock, storage, handling of commodity and conveyance to consumers.

Further, Mwanza and Ingari (2015) assessed the distribution role as a back born to enhance competition in goods that have high turnover in Kenya through descriptive design and information gathered through use questionnaires then subjecting to descriptive and inferential statistics. Outcome indicate that direct strategy ensures delivery of the merchandise to the targeted customers and giving profits directly to producers which has resulted into the company gaining competitive advantage. Though previous studies have pointed on how direct strategy influence Sugar Millers, none was domesticated to sugar millers in Kenya, a gap to be fulfilled by the current study.

In Kenya, large scale sugarcane growing began in 1902 and 1940 which culminated to founding of Miwani Sugar firm in 1922, Muhoroni, in 1966; Chemelil in 1968; Mumias in 1973; Nzoia in 1978, and South Nyanza

Sugar Company Limited in 1979 with current ones like Butalli, West Kenya, Kibos, Soin, Transmara and Sukari Sugar firms located in Western Kenya region (Birgen and Bogonko, 2018; KSB, 2015). The Ministry of Agriculture in its reviewed Strategic Plan 2013 - 2017, identified agriculture as the backbone to activate economic growth at a rate of 10% of the GDP per annum from 2008 to 2030 (Waswa, Mukras and Oima, 2018). Specifically, Sugar-cane contributes 4% towards the marketed agricultural production in Kenya, generates about Kshs 13 billion annually leading to a saving of above US\$ 250 million in foreign exchange annually, and creates over 600,000 employment opportunities directly and 6 million indirectly (Ongombe and Mungai, 2018).

Statement of the Problem

Sugar industry in Kenya has continued to perform dismally despite government's interventions such as COMESA safe guard since 2000, for instance, the production of sugar per annum varies from 450,000 to 550,000 metric tons against the annual national demand of 760,000 tones leaving a deficit of 200,000 tones which is fulfilled through COMESA imports, contravening the National Development Plan for the period 1997-2001 of self-sufficiency (Owiye, Naibei and Momanyi, 2016). In spite of the increase in acreage through the years to 220,000ha since the establishment of Kenya Sugar Authority (KSA) in 1973 to oversee sugarcane development, the milling capacity has remained below designated production capacity. Meanwhile average yield per hectare has reduced from 66.4 tonne per hectare in 2015; to 55.1 tonne per hectare (Kiongera, Ngacho, Otuya, 2021). Equally, the production cost has been increasing averaging more than US \$550/ton compared to the regional US\$415/ton, Malawi's US\$ 350/ton and Zambia's US\$ 400/ton which indirectly affects performance of sugar industry (Onyango, Wanjere, Egessa, and Masinde, 2020). This study therefore sought to establish influence of direct strategy on performance of sugar milling companies.

Study Objective

The research sought to determine the influence of distribution strategies on performance of sugar milling companies in Kenya, specifically to establish the extent to which direct strategy influence performance of sugar milling companies in Kisumu County.

Research Hypothesis

In this study the following Null hypothesis was tested:

H₀1: Direct strategy does not significantly influence performance of sugar milling companies in Kisumu County, Kenya.

Design and Analysis

Statistical approaches used in this study were descriptive and inferential. Descriptive statistics summarizes information of a given data set which may represent the entire population or a sample of a given population. Quantitative data was collected through administration of questions on the four independent variables and dependent variables, which were the object of study. Quantitative data was captured through use of SPSS version 25 being software for data collection and analytical work. Quantitative data was then subjected to inferential statistics of correlation and regression at a significance level of 0.05 to enable generalization in sample outcome pertaining to the census from which the data was generated.

Correlation study is statistical method which is used to measure the effectiveness of linear relationship between two variables through correlation coefficient r . Correlation study tested assumptions H₀1 though use of

pearson product moment correlation indicated by r. Analytical approach of pearson correlation was carried out to study and determine any connection or difference between performance of sugar milling companies and direct, indirect, exclusive and intensive strategies through data characterized with continuity and intermittent in scale.

Model of Regression is utilized to describe connection from one or more independent variables which generates continuity of data and measured under intermittent scale. Simple model of regression encompasses single independent variable and a dependent variable. The test outcome culminated to a model summary, ANOVA and Coefficient of Regression was used to determine level of significance of every independent variable on dependent variable. Regression model takes the form:

$$Y = \beta_0 + \beta_1 X_1 + \alpha \dots\dots\dots(1)$$

Where; Y: dependent variable (Performance of Sugar Milling Companies),

β_0 : constant,

β_1 : Beta Coefficient,

X_1 : predictor variable

α : an error term assumed to be 0.

Simple regression was used on the single independent variable direct strategy against dependent variable.

Discussion of Results

In the research, performance of Sugar Milling Companies in Kisumu, Kenya was the dependent variable. Performance of Sugar Milling Companies was determined using four indicators; increased profitability, prompt delivery, increased sales turnover and market preference. The indicators were developed into five items measured on a 5-point Likert scale; where 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5 = Strongly Agree (SA). The respondents gave their view according to their agreement per item. The outcome were analyzed using frequency, percentage, means and standard deviations as shown in Table 1.

Table 1: Performance of Sugar Milling Companies

Performance of Sugar Milling Companies	SD	D	N	A	SA	Mean	STDev
The firm has been experiencing an increasing profitability in the last 2 years	19 (14%)	25 (19%)	25 (19%)	42 (31%)	23 (17%)	3.38	1.31
There is prompt delivery of sugar into the market	2 (1%)	12 (9.2%)	15 (5.1%)	51 (37.8)	63 (46.9%)	4.30	0.97
The company experiences quarterly increase in sales turn-over rates	3 (2.1%)	22 (16.5%)	11 (8.2%)	40 (29.9%)	58 (43.3%)	3.96	1.17
The company's sugar is the most preferred in the market	3 (2%)	8 (6.1%)	58 (43.4%)	35 (26.3%)	30 (22.2%)	3.71	0.97
Composite Mean and STDev						3.89	1.01

The outcome in Table 1 shows that Performance of Sugar Milling Companies was above average with composite Mean = 3.89 implying that the respondents concurred that sugar millers performed. Even though most respondents 42 (31%) agreed that the company has been experiencing an increasing profitability in the last 2 years, 25 (19%) disagreed; while 19 (14%) strongly disagreed, 23 (17%) strongly agreed; while 25 (19%) were neutral indicating that the company has been experiencing an increasing profitability in the last 2 years. Thus cumulatively, 48.0% of the participants agreed that the Company has been experiencing an increasing profitability in the last 2 years which is slightly below average. This shows that there are instances when the company experienced decrease in profitability in the last 2 years with the net effect of negatively affecting the Milling Companies' performance.

Similarly, there was prompt delivery of sugar into the market (Mean = 4.30), as the respondents agreed with the performance of sugar millers; 63 (46.9%) respondents, strongly agreed that sugar delivery in the market is prompt, while 51 (37.8%) agreed, 15 (5.1%) of the respondents were neutral that there is prompt delivery of sugar into the market, 12 (9.2%) disagreed and 3 (1%) strongly disagreed. Thus, yielding cumulatively 84.7% of respondents agreeing and 10.2% disagreeing that there is prompt delivery of sugar into the market. This shows that few of the sugar milling companies in Kisumu County do not have prompt delivery system of sugar into the market.

The results also show that the company experiences quarterly increase in sales turn-over rates of (Mean = 3.96) as majority participants agreeing. The outcome indicated that most of respondents 58 (43.3%) strongly agreeing that the company experiences quarterly increase in sales turn-over rates; while 40 (29.9%) agreed. Meanwhile, 22 (16.5%) disagreed and 3 (2.1%) strongly disagreed; while 11 (8.2%) were neutral that the company experiences quarterly increase in sales turn-over rates. Cumulatively, 73.2% of the participants agreed that the company experiences quarterly increase in sales turn-over rates while only 18.5% disagreed. The high percentage score show that the sugar companies experienced quarterly increase in sales turnover.

The findings also suggest that respondents were highly skeptical of the company's sugar being the most preferred in the market as the outcome indicated mean = 3.71 indicating neutrality. Most respondents 58 (43.4%) were neutral that the company's sugar is the most preferred in the market, with 8 (6.1%) disagreeing; and 3 (2.1%) strongly disagreeing. Concurrently, 35 (26.3%) of the respondents agreed while 30 (22.2%) strongly agreed that the company's sugar is the most preferred in the market. This shows that the company's sugar is moderately preferred in the market.

Thus, the overall performance of sugar Milling Companies in Kisumu, Kenya was moderate. Findings are in tandem with observations by Nanyama and Ochieng (2018) that supplier chain systems have influence on performance of a company in relation to improving quality of products, timeline in delivery of service and operational flexibility.

Direct Strategy and Performance of Sugar Milling Companies

Objective of the research assessed direct strategy influence on performance of sugar milling companies in Kisumu. The study sought of employees of sugar millers on extent of Direct Strategy. Correlation and simple regression analysis was done between direct strategy and performance of sugar milling companies.

Direct Strategy

Direct Strategy for Performance of Sugar Milling Companies was measured using four indicators of lead time, level of product handling, distribution cost and product conveyance that were developed on a 5-Likert scale. The outcome were analyzed using frequency, percentage, means and standard deviations as shown in Table 2.

Table 2: *Direct Strategy*

Direct Strategy	SD	D	N	A	SA	Mean	STDev
The delivery of sugar is always done in time	0 (0.0%)	10 (7.8%)	22 (16.3%)	62 (46.1%)	40 (29.8%)	3.98	0.882
The level of handling sugar on transit assures Quality	0 (0.0%)	7 (5.0%)	16 (12.1%)	65 (48.2%)	47 (34.8%)	4.13	0.809
The activities involved in the distribution of Sugar are expensive	5 (3.5%)	10 (7.1%)	25 (18.4%)	60 (44.7%)	35 (26.2%)	3.83	1.014
The commonly used sugar supplies carriage Mode is generally accessible	10 (7.1%)	27 (19.9%)	29 (21.3%)	46 (34.0%)	23 (17.7%)	3.35	1.190
Composite Mean and Standard Deviation						3.823	1.024

The results in Table 2 shows that the delivery of sugar is always done in time (Mean = 3.98) because respondents concurred. Most respondents 62 (46.1%) agreeing; 40 (29.8%) strongly agreed that the delivery of sugar is always done in time, comprising 75.9% respondents agreeing. Meanwhile 3/4 of respondents agreeing, 22 (16.3%) were neutral while 10 (7.8%) disagreed that the delivery of sugar is always done in time thus having the effect of improved performance of sugar Milling Companies.

Similarly, the level of handling sugar on transit assures quality (Mean = 4.13). 65 (48.2%) of the respondents agreed; 47 (34.8%) strongly agreed; thus a total of 83% of participants cumulatively agreed that the level of handling sugar on transit assures quality. Thus, the direct strategy ensures that customers receive sugar in the required quality standards which has the effect of improving performance of sugar Milling Companies.

The findings also shows that the activities involved in the distribution of sugar are expensive (Mean = 3.83). The majority of respondents agreeing 60 (44.7%) who agreed; 35 (26.2%) strongly agreed that the activities involving distribution of sugar are expensive. Meanwhile 10 (7.1%) of the participants disagreed that the activities involving distribution of sugar are expensive; while 5 (3.5%) strongly disagree. Cumulatively 70.9% respondents agreeing, meanwhile 10.6% cumulatively disagreed that the activities involving distribution of sugar are expensive. The finding shows that the expenses incurred in the distribution chain will be passed to the consumer which makes the end product to be expensive hence negatively affecting the performance of sugar Milling Companies.

Further, the results show that the commonly used sugar supplies carriage mode is generally accessible (Mean = 3.35). Respondents were neutral while a bigger chunk disagreeing. Meanwhile, 46 (34.0%) of the

respondents agreed; 23 (17.7%) strongly agreed that the commonly used sugar supplies carriage mode is generally accessible, resulting to 51.7% cumulatively agreeing greed. Meanwhile, 27 (19.9%) respondents disagreeing; 10 (7.1%) strongly disagreed that the commonly used sugar supplies carriage mode is generally accessible. This shows that accessibility of transportation system is crucial in improving performance of sugar Milling Companies.

The outcome showed that Direct Strategy influence Performance of Sugar Milling Companies with composite mean = 3.823. The study showed respondents agreeing that Direct Strategy influence Performance of Sugar Milling Companies.

The findings were in tandem with direct distribution channels which enable firms to exercise control over activities of marketing, reduction of ordering lead-cycle, guarantees attention to product, and ensuring producers get feedbacks on their products for adjustments to gain competitive advantage unlike indirect distribution channels (Gichiri and Kiriri, 2020). However, more resources are required to maintain distribution. Conveyance of goods to the ultimate customer in the right place, time, quality and quantity supersedes all marketing endeavors.

Relationship between Direct Strategy and Performance of Sugar Milling Companies

Pearson Correlation was done to establish the relationship between Direct Strategy and Performance of Sugar Milling Companies at an equidistant Likert scale of strongly disagree=1 (1<SD>0.8); Agree=2 (1.8<A>2.6); Neutral=3 (2.6<N>3.4); Agree=4 (3.4<A>4.2) and Strongly Agree=5 (4.2<SA>5) as shown in Table 3.

Table 3: Relationship between Direct Strategy and Performance of Sugar Milling Companies

		Direct Strategy	Performance of Sugar Milling Companies
Direct Strategy	Pearson Correlation	1	.493**
	Sig. (2-tailed)		.000
	N	134	134
Performance of Sugar Millers	Pearson Correlation	.493**	1
	Sig. (2-tailed)	.000	
	N	134	134

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3 correlation results indicates that Direct Strategy and Performance of Sugar Milling Companies are moderately positively correlated (R = 0.493) with a statistical significance (p=0.000<0.05). This indicates that Direct Strategy moderately increases Performance of Sugar Milling Companies. The outcome is concurrent with Gichiri and Kiriri (2020), Obiero and Ondoro (2017) and Mwanza and Ingari (2015) observes that statistically, significant relationship exist between direct strategy and Performance of Sugar Milling Companies. Direct distribution are characterized by the following; delivery of products faster to customers, possessing considerable control over product marketing, selling and enhancing direct relationship with clients.

Influence of Direct Strategy on Performance of Sugar Milling Companies

The study confirmed linear regression between Direct Strategy and Performance of Sugar Milling Companies. Regression output is shown in Table 4.

Table 4: Influence of Direct Strategy on Performance of Sugar Milling Companies

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
Summary	.493 ^a	.243	.237	4.140		
Model		Sum of Squares	Df	Mean Square	F	Sig.
ANOVA	Regression	764.035	1	764.035	44.577	.000 ^b
	Residual	2382.433	132	17.140		
	Total	3146.468	133			
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Coefficients	(Constant)	B	Std. Error	Beta		
	Direct Strategy	3.199	1.864	.493	1.716	.044
		.800	.120		6.677	.000

a. Dependent Variable: Performance of Sugar Millers

b. Predictors: (Constant), Direct Strategy

In the output of Table 4, model summary gives a R² value = 0.243 with p=0.000<0.05; indicating that Direct Strategy accounted for 24.3% of Performance of Sugar Milling Companies. The model was appropriate for the data and variables where F (1, 139) = 764.035 (p = 0.000<0.05). The coefficient of Direct Strategy (β= 0.8, p = 0.000<0.05) was significant statistically, hence a unit variation in Direct Strategy enhances Performance of Sugar Milling Companies by 0.8 units.

The Linear regression model was:

$$Y = 3.199 + 0.8X_1$$

Where; , β₀=3.199 (coefficient of the constant term), β₁=0.8 (coefficient of Direct Strategy) and X₁ (Direct Strategy).

Test for Hypothesis

Hypothesis was stated in the null and tested as:

H₀₁: Direct Strategy does not influence Performance of Sugar Milling Companies.

The null hypothesis was tested at 95% confidence level as H₀₁: β₀ = β₁ = 0 (p = 0.05). The null hypothesis was to be accepted when p > 0.05 (There is no significant difference) and rejected when p ≤ 0.05 (There is significant difference) between the coefficient of the constant term and the coefficient of the predictor.

Since the results showed that β₀ ≠ β₁ ≠ 0 (p < 0.05), null hypothesis was rejected and alternative accepted. Thus, there is a significant influence between Direct Strategy and Performance of Sugar Milling Companies.

Summary

In terms of direct Strategy, the study found that the delivery of sugar is always done in time (Mean = 3.98) respondents agreeing. Similarly, level in handling sugar on transit assures quality (Mean = 4.13) as well as the activities involved in the distribution of sugar are expensive (Mean = 3.83). However, the commonly used sugar supplies carriage mode is generally accessible and was below average (Mean = 3.35). The overall findings showed that direct Strategy influenced Performance of Sugar Milling Companies. The study determined positively moderate correlation ($R=0.493$) between direct Strategy and Performance of Sugar Milling Companies hence significantly statistical and direct Strategy represents 24.3% of Sugar Milling Companies Performance.

References

- Adefulu, D. and Adeniran, A. (2019). *Channel Strategy and Marketing Performance of Selected Consumer Goods Firms in Lagos State, Nigeria*. *Academy of Marketing Studies Journal* Vol. 23, Issue 1
- Adimo, A. and Osodo, O. (2017). *The Impact of Distribution Channel Differentiation on Organizational Performance: The Case of Sameer Africa Limited in Nairobi, Kenya*. *International Journal of Business and Management Review* Vol.5, No.2, pp.1-11.
- Birgen, Y. and Bogonko, J. (2018). *Effect of price interventions on financial performance of Mumias Sugar Company*. *International Academic Journal of Economics and Finance*, 3(2), 292-308
- Gichiri, M. and Kiriri, P. (2020). *The Influence of Micro Environment Factors on Marketing Mix Strategy: A Case of Retail Businesses within Shopping Malls in Nairobi*. Unpublished MBA, United States International University – Africa, Kenya
- Kenya Sugar Board (KSB) (2015). *Annual year book statistics, KSB, Kenya*.
- Kenya Sugar Board (KSB) (2017). *Kenya Sugar Industry Report. Trends and Analysis*. KSB Publications.
- Kiongera, F. N., Ngacho, C., & Otuya, W. (2020). *A supply chain performance framework for sugar manufacturing firms in Kenya: A focus on product diversification strategy*. *The Strategic Journal of Business & Change Management*, 8 (1), 68 – 80.
- Ministry of Agriculture, Livestock, Fisheries and Irrigation (2019). *Agricultural Transformation and Growth Strategy (ASTGS) 2019-2029*. Republic of Kenya.
- Mwanza, P. and Ingari, B. (2015). *Strategic Role of Distribution as a Source of Competitive Advantage in Fast-Moving Consumer Goods in Kenya*. *International Journal of Scientific and Research Publications*, Volume 5, Issue 10
- Nanyama, B. and Ochieng, G. (2018). *Supplier Development Practices and Operational Performance of Sugar Manufacturing Firms in Kisumu County, Kenya*. Unpublished MBA report, University of Nairobi, Kenya
- Obiero, E. and Ondoro, C. (2017). *Effectiveness of Streamlined Physical Distribution to Distributor Small and Medium-Sized Enterprises in Kericho County, Kenya*. Unpublished MBA Report, Maseno University, Kenya

- Odek, R. and Okoth, E. (2019). *Analysis of Factors Affecting Performance of Distribution Logistics Among Manufacturing Firms in Kenya: A Case Study of Kibos Sugar Company Limited and Allied Industries. International Journal of Scientific and Research Publications, Volume 9, Issue 9*
- Ongombe, K. and Mungai, J. (2018). *Capital structure decisions and financial performance of sugar manufacturing firms in Kisumu County, Kenya. International Academic Journal of Economics and Finance, 3(2), 336-356*
- Onyango, G., Wanjere, D., Egessa, R. and Masinde, S. (2020). *Organizational Capabilities and Performance of Sugar Companies in Kenya. International Journal of Management Research & Review Vol.5, Issue 10, pp.845-863*
- Oso W. Y., & Onen D. (2009). *A general guide to writing research proposal and report (Revised Edition 2009). Nairobi: The Jomo Kenyatta Foundation.*
- Owiye, P., Naibei, I. and Momanyi, G. (2016). *Effect of Trade Liberalization on Performance of Sugar Firms in Kenya: The Case of Government- Owned Firms. European Scientific Journal vol.12, No.13*
- Stern, L.W. and Sturdivant, F.D. (2006), "Customer-driven distribution systems", *Harvard Business Review, Vol. 65 No.4, pp.34-41.*
- Waswa, C., Mukras, M. and Oima, D. (2018). *Effect of Competitiveness on Financial Performance of the Sugar Industry in Kenya. International Journal of Education and Research Vol. 6 No. 6*
- Zhu, L. (2020). *Supply chain product quality control strategy in three types of distribution channels. PLoS ONE 15(4): e0231699*