AN EVALUATION OF DISTRIBUTION CHANNELS OF THE SOFT DRINKS INDUSTRY, A STUDY OF SEVEN-UP BOTTLING COMPANY.

BY

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DECEMBER, 1999.

DECLARATION

I hereby declare that this project has been written by me under the supervision of MR. A.J.C. ONU. That before now no other similar work has been done, or was conducted. That all information not original to this research has been duly acknowledged in my list of footnotes.

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CERTIFICATION

This project entitled "AN EVALUATION OF DISTRIBUTION CHANNELS OF THE SOFT DRINKS INDUSTRY (A STUDY OF SEVEN-UP COMPANY) by UBERU GODWIN IKECHUKWU meets the regulations governing the award of the degree of Master of Business Administration of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

To God be the Glory, I am dedicating this project to my affectionate parents MR and MRS. B.N. UBERU, my brothers, Mr. And Mrs. Emmanuel Uberu, Jerome A. Uberu, Christian Uberu, sisters, in-laws, and my friends Arinze Ezeagu, James Runi, Luka Mailafia ALL of whose continuous prayer, support, love and encouragement kept me working diligently through out the period of my study.

A special thanks to Mr. Fidelis Erikene Finance Officer NAPRI, A.B.U., Zaria for his special contribution to making this project a success.

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My profound gratitude to God Almighty whose Grace and Mercies saw me successfully throughout my Academic Career and for making the project a reality.

To my parents and Brothers, Sisters, In-laws I thank them for their understanding, support and encouragement. Their concern and Love has always been source of inspiration.

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Finally to all my Lecturers, colleagues and friends who rendered one form of assistance or the other towards the successful completion of my academic career.

ABSTRACT

This study deals with An Evaluation of Distribution Channels of the Soft Drinks industry in Nigeria. A study of Seven-up Bottling Company.

Distribution channels are set up primarily to perform the Economic function of bridging of the gap between production and consumption.

The purpose of the study is verifying or finding, the roles that distribution channel played in minimization of Costs, in the production and movement of products. The good will of the organization and the maximization of profit Seven-up Bottling Company provided the Background information through the personal interview. Questionnaire's were administered to the Seven-up Bottling Company channel members (Agents and Dealers) to obtain information about the distribution flow.

It was discovered that the frequency of the purchases of the company products depends on distributors and level of awareness about Seven-up products are supplied directly from the company.

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CHAPTER ONE

1.0 INTRODUCTION

Distribution is a major element of marketing. It enhances transfer of ownership since goods move from the point of consumption. Marketing intermediaries involved in the process of distribution are made up of wholesalers, retailers agents etc. These different parties form the different distribution channels, including the producer and the consumer.

A distribution channel is the path through which the firm's products are made available to the targets markets.

Seven-up Bottling Company is one of the leading producers of soft drinks in Nigeria. It's products are available in almost every corner in the country through its many distribution channels.

1.1 HISTORICAL BACKGROUND

The management staff comprises of managers, directors and supervisor disclosed that the company Seven-up Bottling Company was founded in 1959 by Mr. Mohammed El-kalil. It's first chairman came to Nigeria in 1929. On 1st October, 1960, which was also independence days, the bottles were rolled out of the company out of the first company plant located at IJORA. On the same day a grand of 14 cases Seven-up were sold the chairman from the beginning set out policies guidelines that are still part of the, corrorate cultures, and determine the way it's business is carried out. The guide include careful implementation of new ideas strategic planning and gradual step by step growth.

The company's greatest growth period with the Ibadan plant was in 1980, Ijora 1981, Kano 1985 Aba 1989, acquisition of John Holt drinks with Kaduna plants located in Kano, Ikeja, Ibadan, Kaduna, Ilorin, Aba.

Seven-up Bottling Company has depots all over the country. It's range of products include Seven-up, Pepsi kola, Mirinda Soda, Mirinda tonic, Ginja ale, Orange Crush and Team Lemon. It's marketing strategies continue building it's distribution across the nation, penetrating areas where the products are not available.

In the Seven-up Bottling Company, different policies and strategies of marketing are adopted so that they can achieve their aims and objectives or their targets.

ORGANISATIONAL STRUCTURE

Organization structure like any plan most reflect it's environment. It must be designed to meet, to permit contribution by members of a group, and to help people gain objectives efficiently in a changing future.

Organizational structure is only one of the sources through which the subordinate finds out what their duties are and how they are supposed to get their job done, therefore organization can be defined as which will help suits it's existence various matters are considered such as:-

- How many level of authority should be established?
- How many formalities should be encourage?
- To what extent the organization encourage specialization roles?

There is no perfect answer to any of the three questions but there are number of possible options, when taken together can produce an optimum design for an organization.

However the current organization structure adopted by Seven-up Bottling Company in their various plants is functional organizational grouping.

Some advantages and disadvantages of the organizational groupings can be highlighted.

ADVANTAGES

- It maintains power and prestige
- It simplifies training
- It follows principles of occupational specialization.
- It furnishes means of tight control at the top
- Functional Organization is also a logical reflections of functions

DISADVANTAGES

- Responsibility for Profits is at the Top only
- Reduce co-ordination between functions
- Show adaptation to changes in environment
- Limit development on general managers
- Policies and strategies of marketing are adapted so that they can achieve their aims and objectives.

1.2 STATEMENT OF PROBLEM

There is no doubt that one of the objectives of any organization is to maximize profit by producing goods and services to customers at the right time place and at a reasonable price.

The main problem affecting some organization is lack of proper management leading to poor channeling of products/goods and services) to consumers which includes poor distribution. Thus the following could be identified as some of the factors that necessitates the research work:

- The need to improve the quality of goods and services.
- The need for better marketing of the products
- The need for proper distribution and customer satisfaction.

How to compete with other firms in the industry.

1.3 HYPOTHESIS

This study will be carried out under the following Hypothesis.

ALTERNATIVE HYPOTHESIS

The organization's choice of a good and optional distribution channel increases the market share, boosts the image of the organization and gives it competitive advantage.

NULL HYPOTHESIS

A long and cost demanding channel of distribution does not increases the market share or boosts the image of the organization

1.4 AIMS AND OBJECTIVES

- To find out the causes of low productivity or under capacity utilization in the seven-up bottling company.
- To provide a guide and framework for researchers who may be interested in the distribution policies on consumer behaviors.
- To find out the causes of the poor distribution patterns of the company.

The aims of distribution is concerned with the activities involved in transferring goods from the producers to final buyers and users it includes the final activities such as transportation and financial activities performed in the course of transferring ownership.

1.5 PURPOSE OF STUDY

Distribution or physical distribution is study for actual movement and storage of goods after they are produced and before they are consumed the study involved all activities required to move goods from their places of production to their points consumption.

Distribution is an integral part of a firm's marketing program in that the management of this activity can affect a company's marketing mix planning, pricing and channel of distribution policies. Distribution includes the final activities such as transportation and storing of goods.

The company study's goals is therefore to get the right goods to the right place at the right time for the least cost.

1.6 RELEVANCE OF THE STUDY

The findings of this study will help determine ways of improving sales in the Nigeria markets. It will also and the choice of the best distribution channel (for a particular product amongst alternatives).

1.7 SCOPE OF STUDY

- This study Looks at Operations of the distributions Channels of Seven-up Bottling company.
- Our study will not include any subsidiary.
- The efficiency of the available distribution channels will be highlighted
- It will examining the various types of distribution channels and in particular those utilised by seven-up bottling company.

1.8 LIMITATIONS OF THE STUDY

Inspite of significance of this study the area of coverage is very narrow (limited). The reason for this is due to the prsent depression in Nigerian Economy high cost of transportation.

Financing the project is a private, personal affair with support from other sources and it makes it easy to expand the scope.

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Another limitation is time constraint, the time from research topic to submission is so short that it requires an extra effort considering other factors that may not be controlled.

The study involves the use of questionnaire and it is primarily limited to respondents, co-operations questions interpretations and the accuracy of information supplied. Another limitation of the study is travelling from one place to another despite the bad roads and careless drivers on the road.

1.9 DEFINTIONS OF TERMS

CHANNELS OF DISTRIBUTION

Channel of distribution of a company refers to the course taken in transfer of the title of the products or goods. It can be defined too as a path traced in the direct or indirect (agent) transfer of the title to a product as it moves from a producer to ultimate consumers.

This mode up of all those who are involved in the buying and selling function which occurs as the goods move from the point of production to the point of consumption

DISTRBUTION

Distribution or physical distribution involves the real movement and storage of goods after they are produced and before they are consumed. Distribution involves all activities required to move goods from their points of production to their points of consumption and it's sole objectives is therefore to get the right goods to the right places at the right time. Distribution process involved in companies are as follows:-

MIDDLEMEN

They are independent business concerns standing between the producer and the house of production to point of consumption such a channel may be direct sale from producers to consumers. That is the household consumer.

AGENT

The agents negotiate sales but the title of the goods is not taken by them. Middlemen and the Agents sells on Commission. The agents makes exchanges of Ownership very convenient Agents, Middlemen brokers, Selling Agents and Manufacturing Agents Merchant Middlemen take title to the they handle they include wholesalers and retailers.

EFFECTIVENESS

Before a company is established it's main objectives is its customer satisfaction and maximization of stock holders wealth. It is a degree which sets objectives are achieved.

Effectiveness is therefore the way in which the plan objectives or aims of a company is achieved or sets objectives of a company is achieved.

FINANCIAL YEAR

This is when accounting tool known as income statement is put into use. The income statement is a detailed listing showing income and expenses for a specific period. It is the income statement that communicates the business man many financial details that he must know for successful operation of his business. It is usually prepared at the end of every month. It is based on information obtained from many forms, such as sales ships, inventory records, payroll records and bills of operating expenses.

STOCK TURNOVER

It is the rate which Merchandise, or stock is sold out and replaced by new Merchandise is called stock turn-over. Stock turnover is usually stated as a certain number of times a year, stock turn of 12 means that the stock is sold out and replaced by new stock 12 times a year.

PRODUCT LINE

Large retailers sells different types of private label products. At first developed a separate branch for each line of Private Label Merchandise, however the trend today is to use only few retail brand names.

Product Line is a situation where many products are sent or display to the Market but later only few of the best known brand names are being bought or sold.

PRODUCT MIX

The most important question a company must continually ask itself is "Are we competitively effective in Market? The answer to the question is the whole balance of Product mix because the answer involves not only new products or changes in products.

Physical distribution defined by Mason and Ruth in the book Marketing and Distribution as the Management of transportation and storage activities required in moving products to final users.[1]

There are number of parts to the job of physical distribution and each parts represents different parts of work are:

- Package
- Transportation
- Warehouse
- Risk taking
- Research

Philip Kotler's definition on marketing also states that it is a social and managerial process by which individuals obtain what they need and want through offering.

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1 Mason and Rath, Marketing and Distribution, P.311 Published by Gregg Division McGraw-Hill Book Company, 1968.

CHAPTER TWO

2.0 LITERATURE REVIEW

This chapter shall review related literature on selected topics to provide enlightenment and sound background for the researcher. The inadequacy of related research works in the country forced the researcher to rely on written work done by others. Inferences are drawn to reflect Nigerian situation.

2.1 INTRODUCTION

Distribution is an important element of Marketing. Goods are transferred from point of manufacture to their point of consumption. All goods that are produced moves through many channels of distribution. Distribution, its concerned with all activities involved in transferring of goods from producers to final users (buyers). It includes the final activities such as transportation and storing of goods promotional and financial activities performed in the course of transferring ownership.

A channel of distribution consists of sequential linkage of organization and relationships through which a product flows from producer to consumer. It is also sets of institutions which participates in marketing activities undertaken in the movement of goods or from the point.

2.2 CONCEPT OF MARKETING

According to Mason and Rath in his definition of marketing states that it is the sum total of the planning, pricing, promoting and distribution activities that take place in getting goods or services into the hands of those who will use them.[1]

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[1] Mason and Rath; Marketing and Distribution, P.525, Gregg Division McGraw-Hill Book Company Published, 1968

Marketing adds, place, and possession utilities to a product. Because these activities add value to a products, we speak of the "Valued added" concept of marketing while marketing activities make the product more expense, they also add value to the product by making it available at a time and place convenient to the consumer. Using the term value added instead of "Marketing Costs" makes the customer realize that marketing provides valuable service in return for added costs.

- The marketing process consist of marketing research product planning, financing, physical distribution, promotion and selling and customer service.
- The channels of distribution are the business institution by which the needed products or service is passed from the producer or manufacturer to the final user.

2.3 DISTRIBUTION

According to Philip Kotler an author defined distribution or physical distribution as a system involving planning, implementing and controlling the physical flows of materials and final goods from points of origin to the point of use to meet customers needs at a profit. He, Philip Kotler, said that the main elements of total physical distribution costs are transportation, warehousing, inventory carrying, receiving and shipping, packaging administration and order processing. Distribution is associated with the physical storage and transportation of goods.[2]

Nonyelu G. Nwokoye in his book Modern Marketing for Nigeria sees physical distribution or logistics as concerned with the efficient movement of raw materials from suppliers and finished goods from the end of production line to consumers.[3]

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2 Philip Kotler; Marketing Management, 9th Ed., P.9 and Marketing Management Analysis, Planning and Control, Published by Prentice Hall, 1977.

3 Nonyelu G. Nwokoye, Modern Marketing for Nigeria, Macmillan Publishers, P.161, First Published in 1981.

2.4 MARKETING INTERMEDIARIES

Marketing intermediaries are institutions that facilitate the distribution of company's goods outputs to the final markets.

Philip Kotler in his own definition of Marketing intermediaries stressed that marketing intermediaries include Merchant Middlemen and they are business units as wholesalers and retailers which may take title of goods they have handle buy and resell merchandise (often called resellers) on the other hand however, agent middlemen are business units and sales representatives that negotiates purchases or sales but do not take title to merchandise.[4]

2.5 DISTRIBUTION CHANNEL

A channel of distribution is defined as the system which goods flow as they move from the producer to the ultimate user. They also stressed further that the major purpose of a marketing channel is to bridge the gap that usually exists between the producer of the producer and it's users.

The American Marketing association as cited by Cundif and Stiff 1971 defines a distribution channel as a path traced in the direct or indirect transfer to a title, as it moves from producer to the ultimate consumers.[5]

The company seven-up bottling company has it's channels of distribution which are through the distributors, dealers, retailers even direct to consumers.

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2.6 CHANNEL OF DISTRIBUTION APPROACHES

A wide range of options are open to students of channels, each one having particular value depending on whether the student is a producer, manufacturer or

4 Philip Kotelr, Marketing Management, 9th Ed., P.9 Publisher Prentice Hall, 19777.
5 Cundiff and Stil, The American Marketing Association, 1971 Prentice Hall (PHIPE), P.73.

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intermediary in the system, a government servant or a household purchasing agent. These options are – Vertical Marketing approach.

- The channel as social and political system.
- The channel is an Economic System.
- The Institutional approach and functions of channels.

Considered as a social and political system, the channels can be seen to have reasons other than Economic one's for theirs existence and continuance. In spite of the high risk, and low profits, new entrepreneurs continue to seek entry, and they form an essential supply to the need for ideas and energy.

Institutional approach is mainly a macro-economic analysis of retailing and wholesaling in which particular interest is shown in the productivity of the system in the competition and the resultant changes in the institutions.

Considered as an economic system, first at the macro level, the role of channels in the economy is discussed, then, at the level of firm, the design and management of channels.

Vertical market system is development of community channel approach. Government interests in this type of study has it's origins in a desire to create efficient food-distributions channels by intervention in the market. Large companies too, benefit from these studies as they seek to integrate the channels they use without them.

2.7 CHANNEL INTEGRATION

Converse and Huegy define integration as the bringing of parts into a whole operation by a single business concern of the processes and functions in two or more stages of distribution, he further said that complete integration is the control of all steps from the production of the raw materials on to the placing of finished goods in the hand of ultimate consumers.

Converse Huegy explained two types of integration vertical integration was said to mean the Joint Operation of two or more stages in distribution by one company.[6]

The horizontal integration was said to be consolidations or mergers of concerns in the same stage of production. It may involve some reduction of marketing expenses.

ADVANTAGES OF INTEGRATION

- By grading
- By Packing
- By recording and transporting expenses
- By reducing the storing

Integration may also be used to secure control of quality. According to Converse and Heugy they gave the following limitations:

- Difficulty in securing a variety of products.
- Difficulties of breaking into new field.
- Lack of flexibility.
- The necessity of co-ordination.
- Inability to benefit from bargain price, in periods of depression.

They also pointed out that to reduce the number of hands through which goods pass between producer and consumers usually involves some form of integration.

2.8 PHYSICAL DISTRIBUTION

Philip Kotler defines physical distribution as a system involving planning, implementing and controlling the physical flows of materials and final goods from points of use to meet customers need at a profit.[7]

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6 Converse and Huegy, The Elements of Marketing Prentice Hall Inc. 3rd ed., 1946

7 Philip Kotler; Marketing Management, 9th Ed., P.9 and Marketing Management Analysis, Planning and Control, 6th Ed., Published by Prentice Hall, 1977.

The book contemporary marketing defines physical distribution as a broad range of activities concerned with efficient movement of finished goods from the end of the production line to the consumer. This includes customer service, inventory controls, transportation and processing, warehousing and materials handling.

The book stress the importance of distribution as representing a major portion of total marketing cost. Almost half of all marketing costs results from physical distribution functions, the roles they play in providing customer service.

2.9 BENEFITS OF DISTRIBUTION TO BOTH CONSUMERS AND PRODUCERS

There are lots of benefits derived from distribution by both consumers and producer. The following benefits are derived by consumers through distribution. They are as follows:-

- Enjoyment
- Service
- Availability
- Convenience

ENJOYMENT: Deriving varieties of pleasure through studies.

SERVICE: The degree of service can be closed by the customer from a self-service gas station to full service gas station.

SAVINGS: In early 1970's Livestock department in Kaduna sells it's Fresh milk direct to (public).

AVAILABILITY: Distribution enhances availability of products to consumers.

CONVENIENCE: In higher institutions churches, mosques are open to students as a way of providing religious services where the people are.

BENEFITS OF DISTRIBUTION TO PRODUCERS

- Financing
- Pricing
- Promotional activities

FINANCING: This is a useful factor in marketing process the purchases and storage of goods need adequate funds such funds are in most cases made available by wholesalers.

PRICING: Retail price of manufacturers product initially producers consult middlemen in order to establish a realistic factory price. Retailers are close in other hand to the market that will pay. Channel institution plays an important role in setting of factory price.

PROMOTIONAL ACTIVITIES: Retailers is also involved in advertising selling, and promoting of the wares he sells. The final sale of a product, the promotional activities is done by the middlemen.

CHANNELS OF COMMUNICATION: Big organizations lose contacts with the markets and it is only through dealer who are in close contact with consumers, the big organizations gain contact.

2.10 FACTORS AFFECTING CHOICE OF CHANNELS OF DISTRIBUTION

Before making decisions concerning or patterning channels of distribution the following factors are to be put into consideration.

- Middlemen
- Company
- The Product
- The Environment.

MIDDLEMEN

Desired middlemen are not always available in that they may be carrying competing products and may refuse to add more items on their lines and this led to producers opening sales offices.

COMPANY

Company's with good reputation are in better position to acquire channels and middlemen of their choice. Organizations that are well financed do not have much need for middlemen as a financial weak organization.

THE PRODUCT

Government regulations affect channels of distribution e.g. special taxes or restrictions in the market where the products are sold and inspection requirements. The broader the line of product, the shorter the channel custom made products and or distributed directly to consumer. Industrial products are highly distributed direct to users.

ENVIRONMENT

It has ways of influencing channels of distribution because of choice of what distribution channel will be adopted.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

This chapter is for explaining on how the study will be carried out by making unambiguous, explicit explanations of the Research design, sources of data, methods of data collections, population sample size and sampling methods, Data Analysis Techniques, the Methods in Analysis the Data.

The techniques used are personal interview and Questionnaires. In personal interview it will be conducted with some staff of the company. Questionnaire to be used extracting information from the distribution flow.

3.1 RESEARCH DESIGN

Research design provides set of principles, guidelines and steps which guides the researcher in the research process

RESEARCH: A survey research deals with both large and small population by selecting and studying samples chosen from the population to discover the relative incidence the distribution and interrelations of sociological and psychological variables. Survey research focuses on people the vital facts of people and their believes, opinions, attitude and behavior.

The survey research is divided into the cross section and the longitudinal types[1]. The study will undertake the longitudinal type of survey research especially the cohort aspect. A cohort deals with a narrower subject of a sample and their reaction to a particular situation.

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[1] E.C Osuala Introduction to Research methodology Published by African Fed Publishers Ltd 1st Publication 1982 P.180

The Seven-up bottling company has total of 3,499 (Three thousand four hundred and ninety-nine) distribution Outlets. This study will be restricted to fair percentage of this Outlets, that will critically examined and properly analyzed will be 1749. This will give us an in depth knowledge of the impending problem and perhaps the alternative solutions to the problem.

3.2 SOURCES OF DATA

The sources of data are through primary and secondary data. The primary data is collected with specific purpose. In primary data correct information needed or wanted is obtained. Secondary is data that correct information needed or wanted is not obtained and it is data to be used with caution.

3.3 METHODS OF DATA COLLECTION

Data were collected through the administration of sets of structured questionnaire and personal interview. Questionnaire is commonly used when factual information is desired. Questionnaire may be given to the respondents by hand or pushing. If you want your questionnaire back from your respondent you include self addressed envelope.

Personal interview is the most usual method of collecting data in social surveys. The interview is a conversation carried out with the definite aim of obtaining certain information through the responses of the interview to a planned sequence of Questions. The personal interview can be structured or unstructured depending on the extent to which the contact and the procedures involved are presented and standardized in advance. The discussion between structured and unstructured interviews parallels that between open and the closed questionnaire the unstructured interview is however more flexible than the open questionnaire. The unstructured format is most appropriate for getting insight into a particular situation in the early stages of investigation. The structured

interview, on the other hand, is used to device move precisely generalizations in the later stages.

In the structured interview the interviewer operates on the basis of an interview schedules which is essentially an abbreviated questionnaire. The structured interview calls for less versatility and on the spot adaptability on the part of the interviewer. It requires a thorough knowledge of the problem, this knowledge must be achieved in a part from the try-out of the schedule so that the question can be phrased to function in the field with a minimum of modification. Therefore, the structured interview can be used effectively only when a careful exploratory survey has enabled the investigator to structure the field and to devise adequate questions from which deviations can be minimized.

3.4 POPULATION

There are three thousand, four hundred and ninety-nine (3,499) dealers who were utilized by the Seven-up Bottling Company to distribute their soft drinks to their numerous customers. Seventy-five members of staff of the seven up bottling company were incorporated into this study to make the total population sample to amount to (3,574) three thousand five hundred and seventy four).

3.5 SAMPLE SIZE AND SAMPLING METHOD

The sample size of this study is 50% of the estimated sample population. The sample size is precisely 1,725 dealers and 75 (Seventy Five members of staff from each department with 5(five) of the management staff. This make the total sample size to be (1,800) one thousand eight hundred. Random sampling techniques wee used in the selection of these dealers and members of staff and also the management staff. The dealers were selected based on the fact that they were registered distributors with the

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company and that they were able to meet up with fixed deposit requirement (cost of drinks and service charge) of the seven up bottling company.

This sampled population will be studied critically properly analyzed and interpreted appropriately in order to find solution to the impending problem.

3.6 DATA ANALYSIS TECHNIQUE

Data are referred to as those relevant facts and information about the subject of study.

The measures of central tendency like the mean, median and mode and percentages were used to analyze the data and information gathered.

The statistical significance and perhaps the relevance of these findings to study will be highlighted upon in order to bring the meaning of the findings to the limelight.

CHAPTER FOUR

4.0 DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

In this chapter an evaluation of the distribution channels of the soft drink industry in Nigeria. A study of the Seven up Bottling Company is being treated with some degree of details.

It is pertinent to note that this chapter will discuss, data presentation, data analysis, test of hypothesis and findings of the research.

4.2 DATA PRESENTATION

Table 1: Range of Products

Products	Respondents	Percentage
1. Ginger Ale	350	19.45%
2. Orange Crush	600	33.33%
3. Teem Lemon	400	22.22%
4. Pepsi Cola	450	25%
TOTAL	1800	100%

Source: Field Survey

Table 1 shows the range of products that are produced by the Seven-up Bottling Company. The customers of these range of products prefer Orange Crush to any other product. After Orange Crush, the next product that is preferred is Pepsi Cola which is followed by Teem Lemon and Ginga-ale with 33.33%, 25%, 22.22% and 19.45% respectively.

This simply means that out of these range, Orange Crush is sold faster than any other product that is marketed with in this area at any given point in time. This tends to explain the reason why there is a high demand of Orange Crush than any other product within this area. This high demand of orange crush is not likely to be unconnected with low gas contents and the characteristic flavour of the Orange Crush.

Table 2 Distribution Channels

Outlets	Respondents	Percentage
1-5	450	26.09%
6-10	200	11.59%
11-15	250	14.49%
16-20	300	17.39%
20	525	30.44%
Totals	1725	100%

Source: Field Survey

Table 2 shows the (range) number of distribution channels that each dealer uses in order to distribute the company's products.

About 30.44% of the dealers use more than 20 distribution channels or outlets in order to distribute the company's range of products. About 26.09% of the dealers use 1-5 outlets, 11.59% use between 6-10 outlets 17.39% of the dealers use between 16-20 outlets while 14.49% of the dealers use between 11-15 outlets to distribute the company's range of products. One may conclude that most of the dealers utilize more than (20) twenty outlets in terms of schools, kiosk, supermarkets, markets, stadium stores, hotels, etc for the distribution of the company's product or in the distribution of Ginger ale, Orange Crush , Pepsi Cola and Teem Lemon.

Table 3: Business Period

Years	Respondents	Percentage
1. 1-5	450	26.09
2. 6-10	280	16.23
3. 11-15	170	9.86
4. 16-20	260	15.07
– 25	565	32.75
Totals	1725	100%

Source: Field Survey

Table 3 shows the period within which a dealer had been in the business of selling the seven-up bottling company products.

From Table 3, you can deduce that 32.75% of the dealers had been in the business for the past 25 years. About 26.09% of the dealers came into the business within the last five years. Precisely 16.23% of the dealers had been in the business for the past ten years while 15.07% and 9.86% of the dealers adopted the business twenty and fifteen years respectively.

In summary about 1/3 of dealers started the business since the last twenty years while 1/10 of dealers chose to adopt the business within the last fifteen years.

Table 4 Sales

Sales		Respondents	Percentage
i.	Poor	290	16.81%
ii.	Fairly good	300	17.39%
iii.	God	249	14.49%
iv.	Very good	301	17.39%
v.	Excellent	585	33.92%
Total		1725	100%

Source: Field Survey

Table 5: shows the categories of the Seven-up Bottling Company customers. Father's and Mother's were the leading customers with 31.01 and 23.19% patronage respectively. This is so probably because they are in the working class and they also earn salaries. The stress and fatique they encounter while working or rather the lumber some nature of their jobs is another attributing factor that propels them to buy more of the products. The purchase of these products in order to welcome visitors and relations will not be undermined. The fathers and mothers also purchase these products for ceremonial reasons. The adults comprising of teenagers in the higher institutions of learning (tertiary institution) consume these products as supplements (snacks) for their meals while others take them as apetiser depending on the prevailing circumstances. The Adult constitute about 17.39% of the consumers of the seven-up bottling company products. The young boys and girls constitute about 11.60% and 16.81% of the consumers respectively.

TABLE 6: DISTRIBUTION PROBLEMS

PROBLEMS	RESPONDENTS	PERCENTAGE
i. Costly Transportation	36	22.22%
ii. Ware house inadequate	200	20.17%
iii. Topography	256	18.39%
iv Lack of spare parts	400	14.22%
v. Bulkiness	250	13.89%
vi. Bad roads	331	11.11%
TOTAL	1800	100%

SOURCE: FIELD SURVEY.

The (6) Six illustrates to us some of the transportation problems that are affecting the marketing of seven-up bottling company products.

The major problem that affecting the dealers and the company is the lack of adequate spare parts to replace the already worn-out parts that had been subjected to wear and tear as a result of constant usage without a corresponding maintenance culture. Although a large sum of money is denoted to the maintenance unit of the company a relatively high number of the company vehicles are grounded. Even those that are plying the roads keep on having one technical hitch or the other this problem led to some foul play in the maintenance unit. The fact to substantiate this claim is like mirage because of lack of tenable evidence that is beyond reasonable doubt to support the claim. As soon as money is released for the purchase of spare parts, their spare-parts are bought by Purchasing Officer from a reputable dealer. No sooner than later do realize that you are back to the impending problems that have been deviled the vehicle. This is so because the parts are neither old parts nor second new part that had been worked upon to look like a new one. Hence you keep on having one mechanical problem or the other from time to time as you transport the products to the consumers. About 22.22% of the respondents agree with this reason. Another inimical factor is the high cost of transportation. When the company's vehicles break down, the cost of transporting these products from the production site to the point of consumption is very high. The dealers spend between (N 500toN1000) to transport a pick-up van (Peugeot 504 service) properly loaded with the company products to a distance of about 10 to 15km. This additional cost of transportation makes the retailers to increase the retail price of the company products especially in the neighbouring villages by (N5) five naira. About 20.17% of the respondents believe that this is one of the major problems affecting the distribution of seven-up bottling company range of products. Another attributing problem is the problem of bad roads. Some of the routes through which these divers ply have a lot of pot-holes

others are muddy or clay in nature and they become in acceptable especially during the rainy season. If a heavy truck moves on them, the truck will be held up in the minds, until it is towed out of the mud, by a crane or towing vehicle. On rare occassion, some of these vehicles ship over and the company have had cause to loose it's bottles, contents and even it's members of staff as a result of accidents.

The Topography of the area is another transportation problem most of the settlements are relatively located on high land (about 500-800 ft) above sea level) most the settlements are on a steep slope the topography is undulating in some areas while it is Flat or gentle slope. Hence most of the road are on a steep slope. Hence drivers would have to exercise a little bit of care while driving especially when they want to swerve or else the vehicle will gradually ship and eventually fall coupled with this, the products are bulky in the sense that they are heavy and they occupy space. Transporting these range of products for long distances does a lot of damage to our roads, the tyre and other parts of the vehicle under go wear and tear with in a short period of time. This problem which may be small (micro) in the initial state may became a big problem (macro) in the long run because of lack of adequate storage facilities (ware house). Although this problem constitutes about (11.11%) of the findings from the respondents, it tends to have cumulative effect on transportation. When the trucks bring their range of products to the dealers and their warehouse are filled up with the company's range of products which have not been sold to retailers, it becomes eminent.

In some cases some of these products are kept outside they are expose to the sun and rain until when there is an alternative space for the range of products.

TABLE 7 REASONS FOR PURCHASING SEVEN-UP BOTTLING PRODUCTS

REASONS	RESPONDENTS	PERCENTAGE
i. Low price	824	45.78%
ii. Quality	419	28.28%
iii. Advert Relative availability	323	17.94%
iv. Customer satisfaction	55	3.06%
v. All of the above	179	9.94%
TOTAL	1800	100%

SOURCE: FIELD SURVEY

Table 7: shows the various reasons as to why various consumers purchase the seven-up bottling company range of products.

About (45.78%) of these respondents purchase these range of products because their prices are low and not because these products are inferior or. This is because (23.28%) of these respondents believe that these range of products are as qualitative as their substitutes. About (3.06%) believe that the products are not only cheap, but that they are qualitative and customer satisfying. Some of the respondents (17.94%) are of the notion that they were simulated stimulated, persuaded and motivated by the awareness being created by Television and Radio Jingle's the are always captivating.

TABLE 8. METHODS OF MARKETING

METHODS		RESPONDENTS	PERCENTAGES
i.	Adverts	575	31.94%
ii.	Personal selling	300	17.39%
iii.	Push and pull	215	12.46%
iv.	Posters and bull board	100	5.80%
v.	Promotional mix	430	24.93%
vi.	Market segmentation	180	10.43%
		1800	100%

SOURCE: FIELD

Table 8: Shows the different methods through which the seven-up bottling company promotes their products.

The products are promoted through adverts, promotional mix, personal selling, push and pull market segmentation and posters and bill boards. A lot of money is used in advertisement to promote the company's range of products. These are jingle's that would make you want to stay by your radio and Television. sets anytime they were slotted. The promotional mix that is used by seven-up bottling company is low price and research (innovation). The use of challenger strategy is another augmenting or reconsolidations factor. About 24.93% of respondents believe this as far as seven-up bottling company. About (17.39%) of the respondents agree with the fact that seven-up bottling company uses personal selling as one of it's promotional tools. Dealers sell to retailers, and retailers in turn in containers (coolers) at motor parks, market place and at the bukatarians.

4.3 DATA ANALYSIS

In Table 1 of 4.2 Data presentation shows the range of products the company is producing and most customers prefer Orange Crush may be because the Orange Crush is sweet or contains Low gas content. The next of the product the customer prefers is Pepsi Cola.

Then Table 2 of Data presentation shows numbers of distribution channel in which dealers uses to distribute the product of the company. About 30.44% of dealers uses 20 distribution channels followed by 26.09% that uses 1-5 outlets for distributing the company's range of products. The table shows that each dealer that uses 20 distribution channels are making enough sales and a means of Advert of the company's products and the products will get to the consumers easily because of high number of outlets the dealer uses in marketing the range of the company's products.

Then table 3 reveals to us the period within which a dealer had been in business of selling of the Seven-up bottling company products. It shows that 32.75% of dealers has been selling the company's product for the past 25 years and about 26.09% of the dealers came into the business within the last 5 years.

Then table 4 is sales and 33.92% of the dealer feel that their sales are very excellent while 16.81% of the dealers complains of poor sales. Those dealers their sales are excellent may have enough outlets, customers that buys the company range of products from them thereby making high sales which may not be the same with those dealers their sales are poor.

The table 5 is categories of customers that buy the company's range of products. It shows that 31.01% and 23.19% category of Fathers and Mothers patronizes or are the leading customers of the company. Fathers and Mothers buys this especially for ceremonies, welcoming of friends, visitors and also buys because of stress and of the nature of their jobs and also they are the working class.

Then table 6 is distribution that affects the marketing of the company range of products. It shows that lack of a adequate spare parts affects the marketing of the company's product that the vehicles that could have been conveying the company's product are worn-out due to constant use. It shows that most of the purchasing officer buys second hand parts instead of new one in the name of new one showing they are corrupt and the maintenance unit are very weak for not have been identifying this or complaining that it is second hand parts.

And another problem that affects the marketing of the company's range of products is transportation, Bad roads and Wares-house and 22.22%, and 20.17% of respondents agree that it is the cause. Because of the second-hand parts they use in maintaining their vehicles it may be broken down on the way subjecting the dealer in transferring the products to another vehicle that may cost him another money to pay the owner of the vehicle. Bad road is another attributing factors that affects the marketing of the company's range of products. The vehicle used in conveying their product may have an accident on the way as it is conveying the company range of products thereby damaging the vehicle, bottles and even the contents Littered every corner due to bad roads the vehicle may be held by mud or clay during raining seasons subjecting them to look for a towing van or crane to draw the vehicle out of mud.

Another factor affecting the marketing of the company products is warehousing. Some of the dealers does not have adequate warehouse to the extent it makes them not to buy the products because of their lack of storage facilities thereby affecting the marketing of the company's products. This storage facility makes some dealers stop buying, some of them whose warehouse are filled does not have enough space to pack or stock them to avoid exposing the company's range of products to the sun thereby constituting a waste or damage.

The table 7 reasons for purchasing Seven-up Bottling Company products and the table reveals to us that 45.78% of respondents buys the products because of it's low price and not because the quality of the products is not high and 23.28% believes the range of the company's product are as qualitative as their substitute. The table shows that 3.06% believe that the products are qualitative and customers satisfying and 28.28% believes the range of the company's products are qualitative.

Then table 8 is the methods in which Seven-up Bottling Company markets their products. The table reveals that a lot of money is spent by Seven-up Bottling Company to advertise it's product in Radio, TV to make sure that awareness of the company products are created and the company spends less in their promotion mix and Research innovation.

4.4 TEST OF HYPOTHESIS

A two tailed test at 5% level of significance The Random selection of the company products.

10,15,20,12,14,17,14,17,10,12

$\bar{x}$= mean

$$\bar{x}=\frac{10+15+20+12+14+17+14+17+10+12}{10}$$

$$\bar{x}=\frac{134}{10}=\frac{13.4}{}\text{ mean.}$$

$$\text{Median}=\frac{14+17}{2}=\frac{15.5}{}$$

Mode = 10/12

$$\text{Variance} -S^2=\frac{(X_1-\bar{x})^2+(x^2-\bar{x})^2+(x_{10}-\bar{x})}{n}$$

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$= (10-13.2)^2 + (15-13.2)^2 + (20-13.2)^2 + (12-13.2)^2 + (14-13.2)^2 + (17-13.2)^2$

$+ (10-13.2)^2 + (12-13.2)^2 + (10-13.2)^2 + (12-13.2)^2$

$S^2 = (-3.2) + (1.08)^2 + (6.8)^2 + (-1.2)^2 + (0.8)^2 + (3.8)^2 + (-2.8)^2 + (-1.2)^2 + (-3.2)^2$

$+ (1.2)^2$

$$= \frac{10.24 + 3.24 + 46.24 + 1.44 + 0.64 + 14.44 + 7.84 + 1.44 + 10.24 + 1.44}{10}$$

$S^2 = \frac{97.2}{10} = 9.72$

Standard deviation = $\sqrt{S^2}$

$S = \sqrt{9.72}$

$= 3.12$

Ho = Null Hypothesis

H_1 = Alternative hypothesis

n = No of samples

H_1 = U = 10

Ho = U = 10 not

∴ Given

$\overline{x}$ = 13.4 Calculated mean

S = 3.12 - Standard deviation

η = 10 = number of sample

Note that at 5% level of significance Z value must be with in ± 1.96.

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To calculate standard error Sx

$$S\bar{x} = \frac{s}{\sqrt{N}} = \frac{13.2}{\sqrt{10}} = \frac{3.12}{3.16} = 0.98 = 1$$

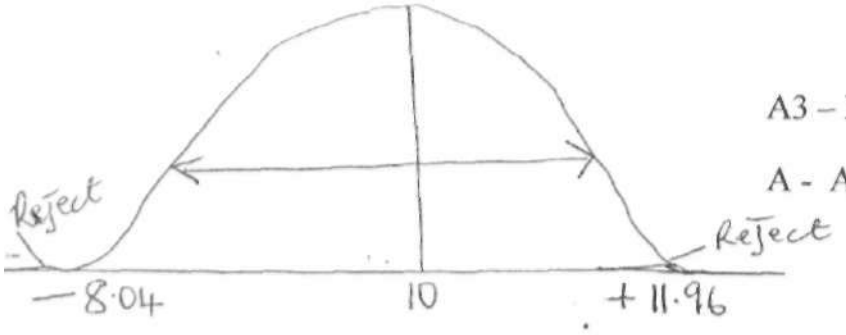
$$S\bar{x} = 1$$

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ZARIA NIGERIA
Ahmadu Bello University

To find the acceptance region $10 \pm 1.96 + 11.96$ 8.04

$$Z = \frac{\bar{x} - u}{S\bar{x}} = \frac{13.4-10}{1} = 3.4$$

Normal Distribution Cure



A3 – Rejection region

A - Acceptance Region

473491
HD
9349563
Ude

Since our calculated Z value is not within the range of the acceptance region, you reject the Null hypothesis. Therefore you accepted the alternative hypothesis.

4.5 FINDINGS

The middlemen are not the best means of distribution in that it involves high cost in the course of transfer of ownership of the company products.

The wholesalers are good channels of distributing the company products in that the company products can be marketed by or distributed by wholesalers at company's prize.

There are poor managerial system in the organization in that most of the delivery trucks are not serviced with original parts that leads to the break down of the trucks while delivering.

Awareness of the company products are to be created because not every consumer are aware of the product-thereby attracting more sales.

FOOTNOTES

G.L. THIRLETTLE — Wheldon's Business Statistical Model Published by E.L.B.S. 1976 P. 98

T. LUCEY — Quantitative techniques 4th Edition Published by E.L.B.S. with D.P. Ltd 1979 P. 75.

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CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

The Seven-up bottling company was founded in the late 50's by Mohammed El-kalil at Ijora, Lagos, Nigeria.

The company started production in the early 60's by producing five different products viz- Pepsi-cola, Ginger ale, Mirinda Tonic, Teem Lemon, and Orange Crush. These products were distributed directly to consumers with the use of trucks to numerous customers.

Distribution is a vital aspect in Marketing. Distribution among other activities is a core activity of this company that enhances the transfer of ownership from the producer to the consumer. Without efficient and effective distribution to consumers, this company will not be able to break-even nor make a profit in a world that is experiencing a globally recessed economy especially in a country like Nigeria where the economy is already depressed.

This study is pertinent or rather imperative at this time because of the poor channeling of products (goods and services to consumers. There is the need to improve the quality of goods and services, the need for better marketing of the product and the need for proper distribution and customer satisfaction. The objective of this study is to find out the causes of low productivity or under capacity utilization in the seven-up Bottling Company and framework for researchers who may be interested in the distribution policies on consumer behavior and to also find out the causes of the poor distribution patterns of the company.

Sequel to these, a study of the relevant literatures was made in chapter two.

According to Mason and Rath, marketing is the sum total of the planning, pricing, promoting and distribution activities that tale place in getting goods or services into the hands of those who will use them. Marketing adds value place, time and possession utilities to a product because the utilities add value to a product and this brings us to the idea of the value-added concepts.

Distribution is concerned with all the activities involved in transferring of goods from producers to final user buyers. It includes the final activities such as transportation and storing of goods, promotional and financial activities performed in the course of transferring ownership. The channels of distribution are the business institution by which the needed products or services is passed from the producer or manufacturer to the final user. Philip Kotler an author see distribution as a system involving planning, implementing and controlling the physical flows of materials and final goods from points of origin to the points of use to meet customers needs at a profit. Nwokoye sees physical distribution or logistics as concerned with the efficient movement of raw materials from suppliers and finished goods from the end of production line to consumers.

Chapter three deals with Research methodology. Several Research methods like the Exploratory and the descriptive research methods were identified in the course of this study.

But survey research method adopted for this study. A survey research deals with both large and small population by selecting and studying samples chosen from the population to discover the relative incidence, the distribution and inter-relations of sociological and psychological variables. Survey Research focuses on people, the vital facts of people and their believes, Opinions, attitude and behavior. The cross sectional type of survey method was used, to be more specific cohort. A Cohort deals with a narrower subject of a sample and their reaction to a particular situation. This study has a population sample (distribution channels) total about 3,449 (three thousand Four hundred

and forty-nine). The sample size is (1,749) distribution channels. This is precisely 50% of the sample population. These distribution channels vis-a-vis the dealers were randomly selected. The criteria for selecting these dealers aim distribution channel involves distance, age and the number of crates of the product purchased (patronage). Any dealer who resides in a channel that is 20km away from the Kaduna Production plant will not be considered. The dealer must have been in the business for an average of 5-10 years and purchases not less than 50 crates of the company's product at any given point in time. Detailed structured questionnaires and interviews (both formal and informal) were conducted for the respondents.

Chapter four is a detailed report on the discovery of this research work. Table 1 shows the range of the products that are being manufactured b Seven-up Bottling Company Orange Crush is the brand of product that consumers prefer among the others. About 33.33% of the respondents tend to agree with this. Table 2 shows the distribution channels of the company about 30.44% of the respondents believe that most dealers use more than company range of products, although 26.09% of the dealers use between 1-5 distribution channel.

Table 3 shows the duration of time the dealers were in business. About 32.75% of the dealer came into the business 25 years ago. 26.09% of the dealers joined the business precisely 5 years ago while only about 9.86% of the dealers were in business about 15 years ago. Table 4 shows report of sales from dealers and that 33.92% of the dealers of the Seven-up bottling company products were excellent while 16.81% of the dealers sales report were poor that they experience poor sales. 17.39% of the dealers reported that their sales are very good while 14.49% of the dealers sales are good. Table 5 shows categories of customers and that 31.01% of the customers patronizes the company products followed by 23.19% which are Parents (Fathers and Mothers). Parents buy the products

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especially for ceremonies, entertaining visitors and also because of nature of the job they encountered.

Table 6 shows the problems affecting distributing Seven-up bottling company products which are the spare parts to be used in replacing the wore out one's that are caused by constant usage of their trucks in delivering goods of the company to the dealers.

Another problem affecting the distribution of the company products is high transportation cost. When the company vehicles break down, the cost of transporting the company's product is so high from the production site to the point of consumption. And because of this the prices of the Seven-up bottling company products (rises) or increases in some of the neighboring villages.

Another inimical factor that affects the distribution of the company products is the bad roads. Some of the routes through which these drivers ply is muddy or clay and during raining season if a heavy truck moves or ply on them it is held by the mud and it leads to findings of towing van or crane to remove them from the mud. Some of the trucks have accident while delivering the products leading to killing some of the company staffs and also breaking of the company's bottles leading to the littering of the contents in the bottled every where the accident occurred.

Topography is another major problem affecting distribution of the company products. Most of the roads are on the steep slope and driver has to exercise little bit of care while plying this roads. The vehicle may slip over and fall causing lots of damage to our roads, the tyre and other parts of the vehicle undergo wear and tear within a short period of time.

Another problem is warehousing due to lack of adequate warehousing some of the dealers refuses to make or place order of the company products because at times their storage is filled with the company products so instead of keeping it in sun and storage

filled makes or prompted the dealers not to buy the seven-up bottling company to avoid exposure to the sun.

Table 7 shows reasons why they purchase or buys the products of the company because the prices are low and not because it is an inferior goods.

Table 8 shows methods of marketing the Seven-up bottling company and it is through Adverts. Huge sum of money is spent on advertising the company products to make sure consumers are aware of its markets. Promotional mix is another method of advertisement to used by the company in selling it's products.

5.2 CONCLUSION

The seven-up bottling company needs a good management that will pool resources together and choose an efficient system of distribution and monitor properly the sale of it's product in a bid to excel well amidst the competitive bottling industry certainly we cannot rule out the fact that there are a lot of challenges out there and what the organization needs to be more aggressive in order to excel.

Since most of the customers or consumers prefer Orange Crush than any of the company's product they the Seven-up bottling company have to be producing more of Orange Crush for customers satisfaction and too making lots of profit.

The company has to build warehouses for the dealers for storage so that they won't give excuse for buying when the company product is supplied to them like they don't have where to store it or sell to dealers that have long been dealing with the company products goods on credit which may attract other dealers under a serious agreement, though the company don't sell on credit but at least give considerations for those that has been dealing with them for very long time.

5.3 RECOMMENDATIONS

Based on findings of the research, the researcher considers it necessary to offer the following recommendations to the management of Seven-up bottling Company.

a. The company should also create awareness to his consumers.

b. The company should maintain good relationship with the distributors and consumers.

c. The company should intensify effort further to improve their present distribution method.

d. The use of independent distributors be encouraged.

e. The company should buy additional trucks that will aid in serving the distributors, wholesalers.

f. The company should ensure maximum security with the company to prevent constant illegal transportation of products. This of course would improve the customer's services as the right products would be given to right customers.

g. The company should ensure that their maintenance be equipped with spare parts to be used in replacing any worn out parts.

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QUESTIONNAIRE

LETTER OF INTRODUCTION

GODWIN IKECHUKWU UBERU
FACULTY OF ADMINISTRATION,
DEPT OF BUSINESS ADMIN,
AHMADU BELLO UNIVERSITY,
ZARIA.

Dear Respondent,

I am an MBA student of the Department of Business Administration, Ahmadu Bello University, Kongo Campus, Zaria, Kaduna State. I am undertaking a research project on An Evaluation of Distribution Channels of the Soft Drinks Industry in Nigeria. A Study of Seven-up Bottling Company. The research is strictly an Academic exercise; and I assure you that all the information will be treated with utmost confidence. I would be very grateful for your assistance in the completion of the questionnaire.

Thanks for your co-operation.

Yours faithfully,

GODWIN IKECHUKWU UBERU

QUESTIONNAIRE FOR CHANNEL MEMBERS OF SEVEN-UP BOTTLING COMPANY PRODUCTS

COMPLETION GUIDE- Please tick the box ( ) or FILL in the gaps as appropriate. If necessary choose more than one option.

1. Which of these products of Seven-up Bottling Company do you distribute.
    1. Ginger Ale
    2. Teem Lemon
    3. Orange Crush
    4. Pepsi-cola
2. For how long have you been selling Seven-up Bottling company products

    .....

3 How do you buy the products
    1. Directly from Seven-up Bottling Company ( )
    2. Through a distributor or wholesaler ( )
4. How often are you supplied or do you buy
    1. Every week ( )
    2. Every two weeks ( )
    3. Every Month ( )
5. How do you get your supplies?
    1. They are delivered to me ( )
    2. I go over to collect them ( )

6. Is your business located in a good area?

   Yes ( )

   No ( )

7. How would you rate your sales?

   Poor ( ) fairly good ( ) good ( ) very good ( ) excellent ( )

8. What are the reasons?.....

9. Have you ever been in short of supplies?

   Yes ( ) No ( )

10 What are the reasons?.....

11 Do you enjoy credit facilities from your supplies

   Yes ( ) No ( )

12. How long if yes?

   0-30 days ( )

   31-90 days ( )

   more than 90 days ( )

13. What type of people buy seven-up company products

   Young ladies ( ) young men ( ) Teenagers ( ) fathers ( )

14. Do you consider services of distributors/wholesalers satisfactory?

   Yes ( ) No ( )

15. If not why?.....

16. Do you have transport facilities?

   Yes ( ) No ( )

17. How will you rate the distribution system of seven-up bottling company (a) Very effective (b) Effective (c) Not effective

18. Does the distribution method provide the necessary market coverage for the company products (a) Yes (b) No

19. How many selling outlets (shops) do you have (1-5) 6-10 ( ) 16-20 ( )