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The background of the cover features a hand in a business suit pointing its index finger towards a glowing, circular light effect. Inside this light effect, the word 'Strategy' is written in a large, dark, sans-serif font. A thick, curved band with red, white, and blue stripes sweeps across the upper half of the image. The overall background is a dark blue with faint, concentric circular patterns.

Strategy

**FACTORS AFFECTING LOW DISTRIBUTION OF NEWSPAPERS IN THE MEDIA
INDUSTRY; A CASE STUDY OF NATION MEDIA GROUP**

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FACTORS AFFECTING LOW DISTRIBUTION OF NEWSPAPERS IN THE MEDIA INDUSTRY; A CASE STUDY OF NATION MEDIA GROUP

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Abstract

Purpose: The purpose of this study was to investigate factors affecting low distribution of newspapers in the media industry; a case study of nation media group.

Methodology: The study used a descriptive design. The instrument in use was the questionnaire which was issued to vendors, transporters and managers. The population were 3244 respondents comprised of all vendors in Nairobi who are 3,200, 22 transporters and 12 managers of Nation Media Group. The sample was 50 respondents. The study employed cluster and convenience sampling for vendors, systematic sampling to pick the transporters and managers. Convenience sampling was used to select vendors from each cluster due to the nature of work. The data collected was analyzed quantitatively using simple descriptive statistics such as frequencies and mean scores.

Results: Results indicated that a majority of vendors agreed with the statement that change in customer's preferences, Competition from online distribution such as Facebook, twitter and online newspapers, Late delivery of newspapers, Pricing of newspapers, the newspapers are dropped off in a convenient place for me are the factors that lead to low distribution of newspapers.

The results also revealed that a majority of transporters agreed with the statement that late printing of newspapers influence the distribution, bad condition of vehicles influence the distribution, dropping off newspapers in an inconvenient place for the vendors affects distribution, lack of security when and where they deliver newspapers affects distribution, Traffic jam affects the distribution of newspaper, long distances of where they deliver newspaper influence newspaper distribution are the factors that lead to low distribution of newspapers. This implies that the work is tiring and unsecured.

The results further revealed that a majority of managers agreed with the statement that the transporting vehicles are not always in good condition to deliver newspapers, the newspapers are dropped off in an inconvenient place for the vendors, There is no security when delivering Newspapers, Traffic jam influence distribution of newspaper, Poor remuneration of transporters affect distribution, Poor work benefits of transporters affect distribution and Late production of newspapers affect distribution newspaper distribution are the factors that lead to low distribution of newspapers

Unique contribution to theory, practice and policy It was recommended that there is need to enhance security for newspapers transporters. In this case the transporters would deliver the newspapers to vendors or pick from the sources in good time. The study would recommend that

the sources of newspapers to reduce the pricing to sustain the business in market so as to encourage more entrepreneurs by inventing in the newspaper selling as long as it is profitable.

Keywords: *distribution channels, newspaper distribution management, transportation*

1.0 INTRODUCTION

Distribution as defined by Kibera and Waruingi (1998, p.101) is the chain the producer goes through to make products available to the consumer. The producer achieves effective distribution through different channels so as to enhance company performance, achieve customer satisfaction and cut on costs. A channel of distribution for that matter is the path along which goods are moved or networked to reach the actual user. The channel serves as a link or medium to reach the customer.

The distribution channel can have other forms of flows other than goods in particular. They are: goods from producer to consumer, cash flow from the customer to the producer and flow of information or communication (Saleemi, 2007, p.201). Communication can be complaints or suggestions and improvements. The distribution process is a system that can affect many functions in an organization; hence the need to organize it well. It is a tool that can gain a firm competitive advantage, reduce costs (by making direct sale to the consumer, add value to a company by reducing transactions

A newspaper as defined by (ISO) International Organization for Standardization (2006, p.1) is a publication that is chronological in order and that has information on current issues, lifestyle, sports, advertisements and features among others. The publication is frequently produced ranging from daily publications, weekly, fortnightly or monthly. They are printed on newsprint paper, folded and stapled on edges rather than bound. They may come in various sizes but usually larger than 297 mm x 420 mm in size. They may be colored or in black and white with added features and advertisements to complement them.

Newspapers are an important information source which is readily available to enlighten societies by providing news, current affairs to readers (Bankole, 2011, p.1). They serve various functions for different users such as students, business people, politicians, and human rights activists, the old, sports personalities, parents among others. Newspapers are the most available and accessible written documents in the society. Babalola (2011, p.2) highlighted that newspapers are vehicles which promote learning and enhance literacy. A study carried out in the University of Olabisi in Nigeria revealed that the students and other academic staff read newspapers as a way of motivation and winding up especially after an academic or exam period. A study by Yusuf (2011, p.5) found out that 74.4% of students in colleges and institutes of higher learning read newspapers frequently. It is for the reasons cited that institutions and organizations have continued to publish and distribute newspapers.

1.2 Statement of the Problem

There is widespread concern that newspapers face an uncertain future due to low distribution. Many newspaper organizations fear a long-term decline due to inability to distribute as many newspapers as possible therefore leading to decline in sales (Richard 2009, p.6). This has caused a lot of layoffs in many organizations as well as closure of divisions dealing with print media. Kirchhoff (2010, p.3) points out that distribution remains an important factor in many newspaper companies to ensure that the product reaches the desired customer at the desired time and therefore prevent extinction of the newspaper industry. Time is critical in distribution and

delivery of newspapers so as to be able to compete with internet and television. While management wishes the papers to be printed as late as possible in order to include the most recent news, the reader wishes to receive his newspaper as early as possible.

The Nation Media Group has tried to improve its product awareness through advertisement and promotions in order for its survival in the over changing competitive market in the media industry. Hirsch (2003, p.3) notes that the internet and television industries are competing intensely with the newspaper industry as the young generation download information directly and cheaply from the internet. This study therefore sought to establish factors that affect low distribution of newspapers at the Nation Media Group.

1.3. Specific objectives

The study will be guided by the following specific objectives:

- (i) To assess how distribution channels, affect distribution of newspapers.
- (ii) To examine how newspaper distribution management affect distribution of newspapers.
- (iii) To determine the extent to which environmental and social factors affect distribution of newspapers.
- (iv) To establish how transportation, affect distribution of newspapers.

2.0 LITERATURE REVIEW

2.1 Theoretical Foundations of the Study

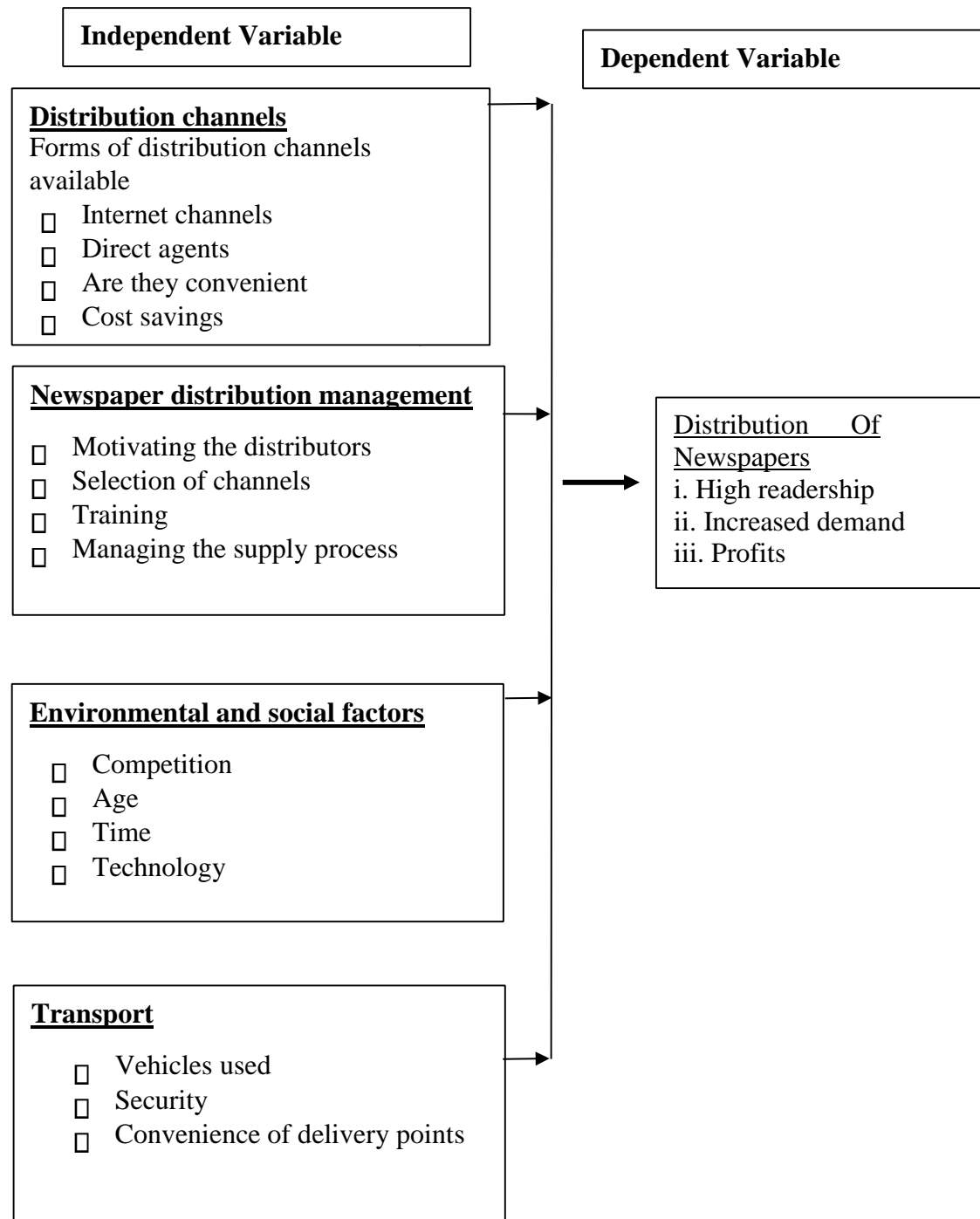
2.1.1 Systems Theory

Helou and Caddy (2006, p.78) discuss that there are several stages or echelons that goods follow to reach the ultimate consumer or buyer. The goods follow a distribution channel comprised of many networks, processes, functions and individuals. Each stage performs different activities that will necessitate the flow of goods effectively. The distribution network is comprised of communication and information flow as well to achieve improved supply relationship.

A firm has several departments or functions to help achieve its objectives such as: procurement, production, order processing, inventory management, warehousing, customer service, packaging and delivery (Hölzl, 2005, p.4). The Nation Media Group has functions that are able to work in collaboration with each other to be able to achieve the distribution process. Theses function/departments are: sales and marketing, procurement, transportation (Nation Courier Division), accounting and finance, Human Resource Department, Research and Development among others.

figure 1 Conceptual Framework Figure

2.1: Conceptual Framework



2.3.1 Distribution Channels

Osman (2005, p.1) state that there are many different forms of channels which make use of intermediaries for a particular function. They include the following:

Producer to Consumer (where the producer uses no middleman and sells straight to the consumer); Producer - Retailer- Consumer (producer sells to retailer who sells to consumer); Producer - Wholesaler -Retailer -Consumer; Producer-Agent/Distributor -Retailer - Consumer; and Producer-Agent/Distributor -Wholesaler -Retailer -Consumer.

Producer to Consumer channel is the fastest and simplest channel. It gives selling various selling options such as; through retail shops, as door to door or direct mail. The distributor has full control of operations. The producer- retailer -consumer channels is more popular with big retailers because they buy in large numbers. The channel is used to distribute products of high quality or value (Saleemi, 2007, p.204)

2.3.2 Newspaper distribution management

Channel management involves evaluation of intermediaries and their activities (Osman,p.12). The distributors need to be managed in order to be able to ensure the newspapers get to the customers on time. Some of the ways of motivating them is by giving them cold breakers jackets to use during harsh cold seasons and rewarding best performers quarterly. Selection of channels is also very important. Bharadwaj,S.(2006).The management should be able to come up with a channel that is fast and very simple to avoid delays. Producer to consumer is the fastest and simplest channel. Middle men will affect the price because they have to be paid their commission from profits generated. If middle men are many, the product ends up being expensive.

2.3.3 Environmental and social factors

This is a group that decides to offer class of products that are close substitutes to each other in order to satisfy a specific market needs. (Kibera,F.,&Wariungi,C.(1998). Most salespeople would suggest that their difficulty is not customer dissatisfaction but too much competition and their difficulty is therefore to maintain and sustain competitive advantage

Age group of the target population is also important. Most people who read the newspapers are employed and can afford a newspaper. They are also interested in issues unlike young people who do not really worry much about that which does not affect them directly.

2.3.4 Transport

Means of transportation is a major contributor to distribution for it contributes and dictates the costs to be incurred by the organization lead-time and satisfaction of customer needs (Osman,p.12). The vehicles being used should be of good condition at all time. They should also be big enough so as to accommodate a good number of newspapers at once. Poorly maintained vehicles in most cases lead to delayed deliveries.

Security is an act of protecting a property, person, building, or a country against attack, danger and exploitation. It is concerned with enforcement of law and order (Barkan,D.(2011). Security in distribution channels determines the performance of an organization. The owners of the organization must take all practical measures to ensure that safety of people who work for them

are provided with safe working conditions and make sure that they are warned against possible dangers that may be expected.

2.4 Empirical Review

Norris(2000,p.1) noted that there is widespread concern that newspapers face an uncertain future, and many fear a long-term decline due to the rise of the electronic media, economic pressures based on a loss of advertising share and increasing costs of production and distribution, and falling sales. Changes in the newspaper industry are believed to have concentrated ownership, eroded news standards and narrowed the readership.

According to Walker, Leslie (October 30,2003).Business Models of Newspaper Publishing Companies.*National Bureau of Economic Research Working Paper*.14762 in his research on the continuous low distribution of daily newspapers, argued that critics of the newspaper as a medium, also argue that while today's newspapers may appear visually different from their predecessors a century ago, in many respects they have changed little and have failed to keep pace with changes in society. The technology revolution has meant that readers accustomed to waiting for a daily newspaper can now receive up-to-the-minute updates from web portals, bloggers and new services such as Twitter. The expanding reach of broadband internet access means such updates have become commonplace for many users, especially the more affluent, an audience cultivated by advertisers.

3.0 RESEARCH METHODOLOGY

The study used a descriptive design. The instrument in use was the questionnaire which was issued to vendors, transporters and managers. The population were 3244 respondents comprised of all vendors in Nairobi who are 3,200, 22 transporters and 12 managers of Nation Media Group. The sample was 50 respondents. The study employed cluster and convenience sampling for vendors, systematic sampling to pick the transporters and managers. Convenience sampling was used to select vendors from each cluster due to the nature of work. The data collected was analyzed quantitatively using simple descriptive statistics such as frequencies and mean scores.

4.0 RESULTS AND DISCUSSIONS

4.1Distribution of newspapers by vendors

The study sought to establish the extent of distribution of Newspapers by vendors. Results are indicated in table 1.

Table 1 shows that 66.7% of the respondents strongly disagreed with the statement that customer are happy with the time newspaper arrive, 70.0% of the respondents disagreed with the statement that there is high uptake and demand of newspapers, 60.0% of the respondents strongly disagree with the statement that the vendors have generated adequate profits in selling of the newspapers and 50.0% of the respondent disagree with the statement that they intended to continue with the same business. The mean score of 2 on a 5-point scale shows that majority of the respondents disagreed with the statement about factors that lead to low distribution.

The findings agree with those in Richard (2009, p.6) who noted that many newspaper organizations fear a long-term decline due to inability to distribute as many newspapers as possible therefore leading to decline in sales

Table 1: Distribution of newspapers by vendors

	strongly	strongly
Statement		

	disagree	disagree	neutral	agree	agree	mean
My customers are happy with the time the newspapers arrive	66.7%	16.7%	16.7%	.0%	.0%	1.50
There is high uptake and demand of newspapers	13.3%	70.0%	.0%	13.3%	3.3%	2.23
I have generated adequate profits in selling newspaper	60.0%	3.3%	6.7%	13.3%	16.7%	2.23
I intend to continue with the same business	33.3%	50.0%	.0%	6.7%	10.0%	2.10
Mean of means						2.02

4.1.1 Factors that lead to low distribution

The respondents were asked to indicate the factor that led to low distribution of newspapers. Results are as follows.

Results on Table 2 indicate that 73.3% of the respondents agreed with the statement that change in customers preferences is the major factor that affect distribution of newspapers by vendors, 46.7% of the respondent agreed that competition from online distribution such as facebook, twitter and online newspapers also lead to low distribution of newspapers, 50.0% of the respondent strongly agreed that late delivery of newspapers affect its distribution, 56.7% agreed that pricing of newspapers was also a key factor of low distribution of newspapers and 63.3% agreed that the newspaper were dropped off in a convenient place for them . The mean score of 4 on a 5 point scale shows that majority of the respondents agreed with the statement about factors that lead to low distribution.

The findings agree with those in Kibera,F.,&Wariungi,C.(1998) who noted that most salespeople would suggest that their difficulty is not customer dissatisfaction but too much competition and their difficulty is therefore to maintain and sustain competitive advantage. Age group of the target population is also important. Most people who read the newspapers are employed and can afford a newspaper. They are also interested in issues unlike young people who do not really worry much about that which does not affect them directly.

The findings also agree with those in Post Press Packaging and Logistics (2006, p.2006). Time when the newspaper is made available is crucial. Delay in distribution of newspapers can lead to stale news. Post Press Packaging and Logistics (2006, p.2006) identifies that the Newspaper being a highly perishable good requires strict timings to be able to appeal to the customer. It is for this reason that the publisher has to be effective in delivery.

The findings agree with those in Office of Fair Trading (2008, P.9). The newspaper has to cater for the customer by offering latest news and at the same time meet advertising requirements by offering a wide window for purchase of advertised products. Most magazines unlike newspapers have more time to go through the supply chain and distribution system because of their length of time before another edition is out.

The findings also agree with those Ahlstrom,C.,&Henfrisson,O (2005) which noted that technology is more advanced than ever lately. Most newspaper providers have online access to the newspapers. Some people prefer to use the online newspaper to get the news which is free rather than use money to buy the newspapers. This affects the number of newspapers being sold at any one given time. This is also affecting by the number of people who have access to the internet.

Table 3: Factors that lead to low distribution

Statement	strongly disagree	disagree	neutral	agree	strongly agree	mean
change in customers preferences	.0%	6.7%	6.7%	13.3%	73.3%	5
Competition from online distribution such as facebook,twitter and online newspapers	.0%	13.3%	13.3%	46.7%	26.7%	4
Late delivery of newspapers	.0%	16.7%	6.7%	26.7%	50.0%	4
Pricing of newspapers	.0%	6.7%	10.0%	56.7%	26.7%	4
The newspapers are dropped off in a convenient place for me	.0%	.0%	10.0%	63.3%	26.7%	4
means of means			4			

4.2 Distribution of newspapers by transporter

The study sought to establish the factors affecting low distribution of Newspapers by transporters. Results are indicated below.

Results on Table 4.3 indicate that 50.0% of the respondents disagreed that the transporter is always on time to deliver the newspaper, 50% of the respondent also disagreed that customers are happy with the time the newspaper arrives, 40% strongly disagreed that there is high uptake and demand of newspaper. 70% disagreed that the transporters intended to continue with the same business. The mean score of 2 on a 5 point scale shows that majority of the respondents disagreed with the statements about distribution of newspapers. **Table 4: Distribution of newspapers by transporter**

	strongly disagree	strongly disagree	statement	neutral	agree	agree	mean
I am always on time to deliver the Newspapers	30.0%	50.0%	10.0%	.0%	10.0%		2
My customers are happy with the time the newspapers arrive	20.0%	50.0%	10.0%	20.0%	.0%		2
There is high uptake and demand of newspapers	40.0%	40.0%	.0%	20.0%	.0%		2
I intend to continue with the same business	20.0%	70.0%	10.0%	.0%	.0%		2
means of means							2

4.2.1 Factors that lead to low distribution by transporters

The respondents were asked to indicate the factor that led to low distribution of newspapers. Results are as follows.

Table 4.4 show that 50.0% of the respondents strongly agreed that late printing of newspapers influence its distribution, 60.0% agreed that bad condition of vehicle influence the distribution of newspapers, 50.0% strongly agreed that dropping off newspapers in a inconvenient place for vendors affects distribution. 50.0% of the respondents strongly agree that lack of security when and where the vendors deliver newspapers affects its distribution. 70.0% of the respondents strongly agree that traffic jam affects the distribution of newspapers. 50.0% of the respondent strongly agree that long distance where vendors delivers newspapers influence its distribution. The mean score of 4 on a 5 point scale shows that majority of the respondents agreed with the statement about factors that lead to low distribution.

The findings agree with those in Osman, (p.12) means of transportation is a major contributor to distribution for it contributes and dictates the costs to be incurred by the organization lead-time and satisfaction of customer needs. The vehicles being used should be of good condition at all time. They should also be big enough so as to accommodate a good number of newspapers at once. Poorly maintained vehicles in most cases lead to delayed deliveries.

The findings agree with those in Barkan,D.(2011) who note that security is an act of protecting a property, person, building, or a country against attack, danger and exploitation. It is concerned with enforcement of law and order Security in distribution channels determines the performance of an organization. The owners of the organization must take all practical measures to ensure that safety of people who work for them are provided with safe working conditions and make sure that they are warned against possible dangers that may be expected. Convenience of delivery points is important to distributors since they should be able to access their drop off points easily. Inaccessible delivery points can lead to delay in newspapers reaching the customers.

Table 5 : factors that lead to low distribution

Table 2: Factors that lead to low distribution									
	neutral	agree	agree	strongly mean	strongly statement	disagree	disagree		
Late printing of newspapers influence the distribution		of		10.0%	20.0%	.0%	20.0%	50.0%	4
Bad condition of vehicles influence the distribution		of		.0%	10.0%	10.0%	60.0%	20.0%	4
Dropping off newspapers in a inconvenient place for the vendors affects distribution				10.0%	30.0%	.0%	10.0%	50.0%	4
Lack of security when and where I deliver Newspapers affects distribution				.0%	10.0%	10.0%	30.0%	50.0%	4
Traffic jam affects the distribution of newspaper				.0%	10.0%	.0%	20.0%	70.0%	5
Long distances of where I deliver newspaper influence newspaper distribution				10.0%	10.0%	10.0%	20.0%	50.0%	4
means of means									
									4

4.3 Distribution of newspapers by managers

Table 4.5 show that 80.0% of the respondents disagreed that they were happy with the distribution of newspaper levels, 60.0% strongly disagreed that the vendors are happy with the time the newspapers arrive, 60.0% of the respondents disagreed that the newspapers customers are happy with the time the newspapers arrive. 60.0% of the respondents strongly disagree that there is high uptake and demand of newspaper and 80.0% of the respondents strongly disagree that the organization intended to continue with the same business. The mean score of 2 on a 5 point scale shows that majority of the respondents agreed with the statement about factors that lead to low distribution.

Table 6: Distribution of newspapers by managers

	strongly disagree	strongly statements disagree	neutral	agree	agree	mean
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I am happy with the distribution of newspaper levels	20.0%	80.0%	.0%	.0%	.0%	2
The vendors are happy with the time the newspapers arrive	60.0%	20.0%	20.0%	.0%	.0%	2
The newspaper customers are happy with the time the newspapers arrive	20.0%	60.0%	.0%	20.0%	.0%	2
There is high uptake and demand of newspapers	60.0%	20.0%	.0%	.0%	20.0%	2
The organization intends to continue with the same business	80.0%	20.0%	.0%	.0%	.0%	1
means of means						2

4.3.1 Factors that lead to low distribution by transporters

Table 4.6 show that 60.0% of the respondents agreed that the transporting vehicle are not always in good condition to deliver newspaper, 60.0% strongly agreed that the newspaper are dropped off in an convenient place for the vendors, 80.0% of the respondents agree that there is no security when delivering newspapers.100.0% of the respondents strongly agree that traffic jam influence distribution of newspapers and 60.0% of the respondent strongly agree that poor remuneration of transporters affects distribution of the newspapers . The mean score of 4 on a 5 point scale shows that majority of the respondents agreed with the statement about factors that lead to low distribution.

The findings agree with those in Osman,p.12 who noted that channel management involves evaluation of intermediaries and their activities The distributors need to be managed in order to be able to ensure the newspapers get to the customers on time. Some of the ways of motivating them is by giving them cold breakers jackets to use during harsh cold seasons and rewarding best performers quarterly. Selection of channels is also very important.

The findings also agreed with those in Bharadwaj,S.(2006). Who noted that the management should be able to come up with a channel that is fast and very simple to avoid delays. Producer to consumer is the fastest and simplest channel. Middle men will affect the price because they have to be paid their commission from profits generated. If middle men are many, the product ends up being expensive.

The findidsg agree with those in Saleemi (2007,p.176)who noted that training is important to management when working towards good newspaper distribution. This in particular is training to the distribution staff to understand the need for things like timely sales and courtesy when dealing with their customers

Managing the supply process influences the many issues pertaining to the distribution of newspapers. The managers involved should ensure smooth flow of newspapers from production to distribution. This is because the activities are intertwined and delay in let's say production affects the time in which the newspapers will be available for distribution.

Table 7: Factors that lead to low distribution

	strongly agree	strongly disagree	statements disagree	disagree	neutral	
The transporting vehicles are not always in good condition to deliver newspapers	.0%	20.0%	.0%	60.0%	20.0%	4
The newspapers are dropped off in an inconvenient place for the vendors	.0%	.0%	.0%	40.0%	60.0%	5
There is no security when delivering Newspapers	.0%	.0%	20.0%	80.0%	.0%	4
Traffic jam influence distribution of newspaper	.0%	.0%	.0%	.0%	100.0%	5
Poor remuneration of transporters affect distribution	.0%	20.0%	.0%	20.0%	60.0%	4
Poor work benefits of transporters affect distribution	.0%	.0%	.0%	40.0%	60.0%	5
Late production of newspapers affect distribution	.0%	20.0%	20.0%	60.0%	.0%	3
means of means						4

5.0 DISCUSSION CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussion

5.2: Summary of Findings

5.2.1 Distribution of newspapers by vendors

The findings indicated that a majority disagreed with the statement that their customers are happy with the time the newspapers arrive, there is high uptake and demand of newspapers, they have generated adequate profits in selling newspaper and they intend to continue with the same business. This implies that the statement affects the distribution of newspapers by vendors. The results also indicate that a majority agreed with the statement that change in customers preferences, Competition from online distribution such as facebook, twitter and online newspapers, Late delivery of newspapers, Pricing of newspapers, The newspapers are dropped off in a convenient place for me are the factors that lead to low distribution of newspapers. The findings agree with those in Kibera,F.,&Wariungi,C.(1998) who noted that most salespeople would suggest that their difficulty is not customer dissatisfaction but too much competition and their difficulty is therefore to maintain and sustain competitive advantage. Age group of the target population is also important. Most people who read the newspapers are employed and can afford a newspaper. They are also interested in issues unlike young people who do not really worry much about that which does not affect them directly.

The findings also agree with those in Post Press Packaging and Logistics (2006, p.2006). Time when the newspaper is made available is crucial. Delay in distribution of newspapers can lead to stale news. Post Press Packaging and Logistics (2006, p.2006) identifies that the Newspaper being

a highly perishable good requires strict timings to be able to appeal to the customer. It is for this reason that the publisher has to be effective in delivery.

The findings agree with those in Office of Fair Trading (2008, P.9). The newspaper has to cater for the customer by offering latest news and at the same time meet advertising requirements by offering a wide window for purchase of advertised products. Most magazines unlike newspapers have more time to go through the supply chain and distribution system because of their length of time before another edition is out.

The findings also agree with those Ahlstrom,C.,&Henfrisson,O (2005) which noted that technology is more advanced than ever lately. Most newspaper providers have online access to the newspapers. Some people prefer to use the online newspaper to get the news which is free rather than use money to buy the newspapers. This affects the number of newspapers being sold at any one given time. This is also affected by the number of people who have access to the internet.

5.2.2 Distribution of newspapers by transporter

The findings indicated that a majority disagreed with the statement that they are always on time to deliver the Newspapers, my customers are happy with the time the newspapers arrive, there is high uptake and demand of newspapers and they intend to continue with the same business. This implies that transport affects the distribution of newspapers by transporters.

The results also indicate that a majority agreed with the statement that late printing of newspapers influence the distribution, bad condition of vehicles influence the distribution, dropping off newspapers in a inconvenient place for the vendors affects distribution, lack of security when and where they deliver newspapers affects distribution, Traffic jam affects the distribution of newspaper, long distances of where they deliver newspaper influence newspaper distribution are the factors that lead to low distribution of newspapers. This implies that the work is tiring and unsecured.

The findings agree with those in Osman,(p.12) means of transportation is a major contributor to distribution for it contributes and dictates the costs to be incurred by the organization lead-time and satisfaction of customer needs. The vehicles being used should be of good condition at all time. They should also be big enough so as to accommodate a good number of newspapers at once. Poorly maintained vehicles in most cases lead to delayed deliveries.

The findings agree with those in Barkan,D.(2011) who note that security is an act of protecting a property, person, building, or a country against attack, danger and exploitation. It is concerned with enforcement of law and order Security in distribution channels determines the performance of an organization. The owners of the organization must take all practical measures to ensure that safety of people who work for them are provided with safe working conditions and make sure that they are warned against possible dangers that may be expected. Convenience of delivery points is important to distributors since they should be able to access their drop off points easily. Inaccessible delivery points can lead to delay in newspapers reaching the customers.

5.2.3 Distribution of newspapers by managers

The findings indicated that a majority disagreed with the statement that they are happy with the distribution of newspaper levels, the vendors are happy with the time the newspapers arrive, The newspaper customers are happy with the time the newspapers arrive, there is high uptake and demand of newspapers and The organization intends to continue with the same business. This implies that the statement affects the distribution of newspapers.

The results also indicate that a majority agreed with the statement that The transporting vehicles are not always in good condition to deliver newspapers, The newspapers are dropped off in an inconvenient place for the vendors, There is no security when delivering Newspapers, Traffic jam influence distribution of newspaper, Poor remuneration of transporters affect distribution , Poor work benefits of transporters affect distribution and Late production of newspapers affect distribution newspaper distribution are the factors that lead to low distribution of newspapers. This implies that the distribution of newspapers is not effective and reliable.

The findings agree with those in Osman,p.12 who noted that channel management involves evaluation of intermediaries and their activities The distributors need to be managed in order to be able to ensure the newspapers get to the customers on time. Some of the ways of motivating them is by giving them cold breakers jackets to use during harsh cold seasons and rewarding best performers quarterly. Selection of channels is also very important.

The findings also agreed with those in Bharadwaj,S.(2006). Who noted that the management should be able to come up with a channel that is fast and very simple to avoid delays. Producer to consumer is the fastest and simplest channel. Middle men will affect the price because they have to be paid their commission from profits generated. If middle men are many, the product ends up being expensive.

The findings agree with those in Saleemi (2007,p.176) who noted that training is important to management when working towards good newspaper distribution. This in particular is training to the distribution staff to understand the need for things like timely sales and courtesy when dealing with their customers

Managing the supply process influences the many issues pertaining to the distribution of newspapers. The managers involved should ensure smooth flow of newspapers from production to distribution. This is because the activities are intertwined and delay in let's say production affects the time in which the newspapers will be available for distribution.

5.3: Conclusions

From the results, it was possible to make various conclusions

5.3.1 Effect of distribution channels on distribution of newspapers.

Findings also led to the conclusion that there is no high uptake and demand of newspapers due to poor distribution management.

5.3.2 Effect of newspaper distribution management on distribution of newspapers. It was concluded that newspaper distribution management was poor. In addition, it was concluded that poor remuneration of transporters affect distribution, poor work benefits of transporters affect distribution and late production of newspapers affect distribution newspaper distribution are the factors that lead to low distribution of newspapers.

5.3.3 Effect of environmental and social factors on distribution of newspapers.

The results led to conclusion that change in customers preferences, competition from online distribution such as facebook, twitter and online newspapers, late delivery of newspapers, pricing of newspapers, inconvenient place for dropping newspapers are the social and environmental factors affecting distribution.

5.3.4 Effect of transportation on distribution of newspapers.

It was concluded that that late printing of newspapers influence the distribution, bad condition of vehicles influence the distribution, dropping off newspapers in a inconvenient place for the vendors affects distribution, lack of security when and where they deliver newspapers affects distribution, Traffic jam affects the distribution of newspaper, long distances of where they deliver newspaper

influence newspaper distribution are the factors that lead to low distribution of newspapers. This implies that the transportation problem affect distribution of newspapers.

5.3: Recommendations of the Study

The study recommends that;

- i) There is need to enhance security for newspapers transporters. In this case the transporters would deliver the newspapers to vendors or pick from the sources in good time. Proper security includes ensuring the safety and well-being of transporters so that they can safely and effectively do their jobs.
- ii) The study would recommend that the sources of newspapers to reduce the pricing to sustain the business in market so as to encourage more entrepreneurs by inventing in the newspaper selling as long as it is profitable.
- iii) By improving the timing in production the newspapers would be delivered in time hence the customers would be satisfied and assured of reliability

5.4: Suggested Areas for Further Research

The study recommends that future areas of study should concentrate on a larger sample. A sample of 50 may have been small though representative. Given funding and time, further studies should concentrate on a bigger sample. A replica study focusing on Standard News Group and the Star newspaper is also welcome.

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