



Impact of the logistics function on the performance of a company: Case of the SAMGBM Group

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Abstract

Successful companies generally practice logistics and supply chain management to reduce costs and increase competitiveness in order to improve operational efficiency. This paper analyzes the impact of the logistics function on the performance of the SAMGBM group. To do so, we use a mixed methodology that combines quantitative and qualitative tools based on interviews and survey questionnaires. The data collected show that the logistics department of the SAMGBM group constitutes an essential element that facilitates the logistics operations, namely supplies, management of customs operations and management of the fleet of this company.

Keywords: impact, logistic, performance, SAMGBM

Introduction

In a context where competition is fierce, companies today must develop efficient and reactive logistics in order to deliver the desired product to the customer, at the agreed time and under the announced price and quality. In order to achieve this mission, it is essential to continuously improve the performance of certain factors that have become essential for a company to hope to survive, as any other attitude is tantamount to abandoning the future to more efficient competitors who will always seek to gain control in order to seize important market shares. However, acting on these factors implies understanding and visualising the company through its processes, in a cross-functional approach where organisational barriers must be removed in order to give priority to customer satisfaction, as the price strategy depends to a large extent on this. Moreover, the word logistics has seen its definition evolve. From its creation in 1836 until the early 1900s, it was mainly used in the military field.

The American Marketing Association proposed in 1935, in Marketing Vocabulary, one of the first definitions of logistics: "logistics comprises the various activities performed by a company, including service activities, during the transfer of a product from the production site to the consumption site". Long ignored by African states, logistics is experiencing enormous difficulties in developing on the continent. In fact, the logistics problems are linked to a glaring lack of infrastructure in maritime, air and land transport, which makes it difficult to access the product at the last mile. In addition, the percentage of human resources trained in this sector remains low due to a lack of knowledge in this field. In addition, there is a lack of structuring of the sector with the institutions or organisations that govern it. In Africa, it is easy to transport people or goods without having an authorisation or the technical means to do so.

However, the data has started to change in recent times. Logistics is steadily growing in Africa, which has more than one billion consumers, accounts for 4% of world trade (United Nations, 2018) (*United Nations Economic Development Report 2018*) and is home to more than half the world's raw materials.

In recent years, the SAM GBM Group has made a lot of progress in building a place of choice among the companies of the place, and even of the sub-region, as it includes many subsidiaries, including: GBM Construction, Horoya football Club, Cis Medias, Football Academy (AFAS), Hôtel Souaré Premium etc... To keep this course and hope to develop further, some factors must be put in place and others must be improved, because with the advent of new technologies it is now a question of dematerializing relevant documents in order to be able to integrate into the modern universe. In order to be able to react adequately, the company must have systems based on information technology that guarantee the best practical development and whose functionalities meet or exceed the wishes of the most demanding customers. However, the company is struggling to control the process of sourcing and acquiring goods and services for itself and its subsidiaries, as well as managing its vehicle fleet. Also, given the number of imports carried out for the satisfaction of its customers, the company has difficulty keeping track of the customs operations of materials acquired from abroad. It is therefore essential that the logistics function be well structured in order to better play its role.

In view of the above, we ask ourselves the following question: what is the impact of the logistics function on the performance of the SAMGBM group?

In general, this article aims to determine the impact of the logistics function on the performance of the SAMGBM group in order to control the entire logistics chain. Specifically, this article aims to:

1. Evaluate the logistics performance of the SAMGBM group through a supply chain management strategy;
2. Analyse the impact of the implementation of a monitoring and evaluation system for the management of the SAMGBM Group's car fleet.

Successful companies practice supply chain management and logistics management to reduce costs, increase competitiveness and improve operational efficiency. In modern business conditions, logistics coordinates and integrates the movement of materials and products from physical, organisational and informational perspectives. This research aims to analyse the impact of the company's logistics management, including transport, warehousing, packaging, inventory and information management, on effectiveness and efficiency. Reducing the cost of each logistics activity influences the total cost and improves the performance of the company.

This article identifies and defines the logistics activities that are of key importance for the success of the company. The research will be carried out on a sample of workers in the company and its customers. Proper management of inventory, storage, warehousing, transportation and information are key objectives for the company to reduce its overall costs. In particular, the results of the survey will confirm the need for the company to optimally manage all logistics activities in order to increase efficiency, customer satisfaction and competitiveness.

This article will contribute to the empirical literature on the impacts of the logistics function on the performance of a company and this study assumes that inbound and outbound logistics improve the performance of the SAMGBM Group, evolving in a general services environment and having within it subsidiaries and entities, in order to provide solutions to the multiplicity of its tasks so that the company becomes more and more efficient, but also and above all for the coherence in the placing of orders with the subsidiaries and entities that compose it. The rest of the article is presented as follows: the second section presents a review of the literature; the third section presents the methodology of the study; and the last section is devoted to the analysis and interpretation of the results.

1. The logistics function within the SAMGBM group

The logistics function within the SAMGBM group mainly plays the following roles: Procurement and purchasing, management of the vehicle fleet and management of customs operations.

1. Procurement and purchasing

Supply is the chain of operations necessary for the acquisition, management and renewal of the stock of materials, supplies and products in the company. It therefore consists of making available to the company everything it needs at the best price-quality ratio.

Purchasing is a commercial act that enables a company to obtain the raw materials, energy and, above all, the products it needs to operate. During this time, all these elements that arrive at the company are not consumed immediately because they must first be conserved (storage + warehousing). The notion of supply should therefore not be confused with that of purchase. Procurement: is an activity that consists of providing a company with all the goods or services it needs while avoiding stock shortages. Purchasing: is an act of bringing in the goods or providing the services offered to a Company.

2. Role of procurement

The supply department at SAM GBM has three activities:

- Purchasing

Procurement involves a series of operations

- Updating the necessary documentation (product file, supplier file)
- Negotiating and finding the best suppliers
- The search for the best products (types and quality of products)
- Placing orders
- Follow-up of orders and reminders to suppliers

Procurement is downstream of purchasing, but the two processes overlap. Furthermore, the former itself carries out the upstream stages of the global logistics process (supply chain) dedicated to flow management. Both are involved in the relationship with internal and external interlocutors. The supply function represents the very operational involvement in the execution of contracts. Within SAM GBM, this function works closely with purchasing.

Let us now detail the stages of the procurement processes, mentioning the main information from each stage.

- Preparing for the purchase:

There are two essential steps:

- Negotiating and finding the supplier:

The purpose of the negotiation is to discuss the final terms of the purchase:

- The delivery condition (time and method)
- The terms of payment (payment deadline and method)
- The price
- Discounts granted

The search for a supplier involves a number of means.

From the bids the company will compare the different suppliers and select the one with the most advantageous conditions.

- The triggering of the command:

Once the purchase request (purchase order or SAM GBM purchase request form) and the supplier are known, the order can be placed. However, this request must be signed by the requester, his or her line manager and approved by the General Manager. Furthermore, when the delivery time is long enough, the person in charge of purchasing will contact the supplier again, as the delivery operation requires serious preparation: personnel, equipment, space and, above all, financial resources.

- Storage or warehousing:

It includes the following operations:

- Handling (unloading and loading) and guarding
- Quality and quality control of orders and deliveries
- Distribution of materials and products to user departments.
- Keeping stock records (monitoring and valuing stocks)

3. Inventory management

Stock is the set of goods, products or articles accumulated in a company pending future use (manufacture or sale). Stock management has three (3) specific objectives:

- Maximising security of supply
- Minimise ordering costs, stock holding costs and procurement costs.
- Ensure the availability of products to meet user needs.

In general, supplies must meet four (4) specific criteria:

- The price

All purchases must be made at the lowest price

- The cost

The costs of ordering and holding stock should be minimised.

- Quality

The level of quality must be determined in procurement but also respected because excessive quality leads to unnecessary extra costs while insufficient quality damages the company's image.

- Safety

Continuity of supply must be maintained and assured even when there are disruptions or force majeure events at the supplier. It is also essential to measure supply performance with suppliers through dedicated performance indicators.

2. Logistics performance

Logistics performance is a multiple concept that must be understood in a global and transversal way insofar as flows do not stop at the company's borders. In order to define it, let us consider the purpose of logistics, which should enlighten us on its performance objectives.

According to James Heskett, one of the founding fathers of Logistics and Supply Chain Management in the USA, who in 1977 already proposed this formula:

The purpose of logistics is to meet customer demand at a set level of service at the lowest cost.

3. Measuring logistics performance

In this section, we present the main logistics levers needed to measure logistics performance. These are logistics reliability, logistics efficiency, logistics responsiveness, and respect for people and the environment.

1. Logistical reliability

An organisation is said to be reliable when the probability of fulfilling its mission over a defined period of time corresponds to that specified in the contract or specifications. In the case of the supply chain, reliability means the ability to deliver perfect orders in accordance with customer expectations.

Logistical reliability covers the notions of compliance with commitments of means and results in relation to specifications and predefined objectives. It requires resources, skills, information and reliable and accurate data throughout the supply chain.

The application of procedures and the use of equipment and packaging that comply with regulations and/or good practices for the safe handling and transport of products also contribute to respecting the quality and integrity of goods and limiting their environmental impact. The global language used by supply chain actors, i.e. international standards for coding and marking products and logistics units, as well as electronic data interchange, are also a means of producing and exchanging reliable, accurate and complete information. To counter errors in data entry, reception, stock, order preparation, labelling, dispatch, delivery and invoicing, as well as delays in delivery, breakage, possible malicious acts, etc., programmes for securing information and flows, traceability solutions, tools for real-time monitoring of stocks and flows, technologies using the Internet of Things for geolocation of products and vehicles, etc., are implemented.

Logistics reliability measures in all links of the supply chain cover the customer service rate, the service rate of logistics service providers, the supplier service rate, as well as the quality of product sheets, the accuracy of stocks, bills of material and ranges, the rate of non-conformity, the rate of obsolescence, the reliability of sales forecasts, the rate of compliance with production schedules, the rate of compliance with procedures, the rate of incidents, staff training, certification of skills, the rate of risk coverage by insurance contracts, etc.

The stakes for stakeholders are financial, time, resource and image savings. Strict application of procedures and regulations reduces the risk of failure, which can be detrimental, particularly in the case of storage, handling, transport and use of perishable and/or hazardous materials. "Delivering the right product to the right place at the right time on the first try and to specification" also reduces the extra costs and pollution associated with late or duplicate deliveries. Finally, the reliability of operations is not only a lever for reducing costs and nuisances; it also represents a lever for increasing the volume of business linked to customer satisfaction and loyalty. This is particularly important in an economic context marked by successive crises and hyper-competition.

2. Logistical efficiency

Efficiency is the ratio of effectiveness to cost. It refers to the achievement of an objective with the minimum possible means. It should not be confused with effectiveness, which only measures the achievement of an objective without specifying the means used.

The principles of industrial and logistical efficiency call for economies of scale, product and process standardisation, automation of operations, improved visibility, flow organisation, demand-driven systems, optimisation of resources, pooling of logistical resources and interfirm collaboration. They also use Total Quality techniques to streamline products and processes, reduce costs and systematically eliminate waste in a continuous improvement process.

To be efficient is to be effective by making good use of resources (human, material, information, financial, etc.) with a positive impact on the profitability and cash flow of companies and on the environment when resource consumption is minimised.

The search for internal optimisation levers is a first step. This involves, for example, defining the service and stock policy by product/market segment and sizing key variables such as order sizes, production batches, safety stocks and launch/delivery frequencies according to customer requirements and the economic and environmental trade-offs involved. The impact on reducing inventory and transport costs for the same quality of service is usually dramatic. In a systemic approach, "the whole being greater than the sum of its parts", supply chain actors seek to go further in order to obtain global optimisations greater than the sum of local optimisations. This requires collaboration between economic partners. First applied to product development in the automotive and aeronautical industries (simultaneous engineering), the practice of intercompany collaboration appeared in logistics in the mid-1990s with Shared Supply Management (SSM) in the consumer goods sector. This revolutionary management model, which is a true inter-company collaborative process, has made it possible to reduce stocks in distributors' warehouses by 50% and to significantly reduce transport costs by maximising the filling of vehicles, while guaranteeing a service rate of over 98.5% on the part of manufacturers. It was completed in 1999 by CPFR (Collaborative Planning, Forecasting and Replenishment), a technique for customer-supplier collaboration on commercial plans, promotions and sales forecasts. Collaborative supply chain management techniques are now being extended to a growing number of players such as carriers, warehousemen and small and medium-sized industries through the joint implementation of supply and delivery pooling techniques.

These approaches are new to most companies, which are lagging behind in their operating methods and technological investments. However, they are the levers of global efficiency that can reduce inventories, transport costs, tonne-kilometres and CO₂ emissions into the environment to unprecedented levels without compromising reliability, i.e. customer service. They certainly have an impact on the operating account and turnover growth. For example, by optimising inventories in the supply chain, companies can reduce their fixed assets after having correctly sized their safety stocks and increase their cash flow to finance growth, thereby reducing the need to use banks. The same applies to warehousing and transport, which can be optimised through pooling.

Efficiency measures use a variety of performance indicators that are mainly cost-based. Examples include stock holding rate, total cost of ownership (TCO), operating profit, economic value added, etc., as well as variables related to productivity, business smoothing, demand visibility, order size, delivery time and frequency, vehicle fill, heterogeneous pallet rate, quantity scales, hourly rates, etc.

3. Logistical responsiveness

A responsive company has flexible means to be agile. Responsiveness is the ability to quickly adapt production volumes and product variety to market fluctuations, as well as to speed up the time to market for a new product. From an agility perspective, it is the flexibility and adaptability of processes, resources, organisations and supply chains that are required to cope with unstable, turbulent, uncertain and risky environments, as well as market opportunities and crises. One of the keys to responsiveness is the systematic reduction of design, sourcing, manufacturing, changeover (SMED) and distribution times in response to changes in demand. For hybrid products (half generic, half customised), delayed differentiation is another technique that allows mass customisation by offering more variety to the customer at a lower total cost. This strategy consists of taking counter errors in data entry, reception, stock, order preparation, labelling, dispatch, delivery and invoicing, as well as delays in delivery, breakage, possible malicious acts, etc., programmes for securing information and flows, traceability solutions, tools for real-time monitoring of stocks and flows, technologies using the Internet of Things for geolocation of products and vehicles, etc., are implemented. Logistics reliability measures in all links of the supply chain cover the customer service rate, the service rate of logistics service providers, the supplier service rate, as well as the quality of product sheets, the accuracy of stocks, bills of material and ranges, the rate of non-conformity, the rate of obsolescence, the reliability of sales forecasts, the rate of compliance with production schedules, the rate of compliance with procedures, the rate of incidents, staff training, certification of skills, the rate of risk coverage by insurance contracts, etc. The stakes for stakeholders are financial, time, resource and image savings. Strict application of procedures and regulations reduces the risk of failure, which can be detrimental, particularly in the case of storage, handling, transport and use of perishable and/or hazardous materials. "Delivering the right product to the right place at the right time on the first try and to specification" also reduces the extra costs and pollution associated with late or duplicate deliveries. Finally, the reliability of operations is not only a lever for reducing costs and nuisances; it also represents a lever for increasing the volume of business linked to customer satisfaction and loyalty. This is particularly important in an economic context marked by successive crises and hyper-competition.

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3.3 The socio-eco-logistical lever

Today, the application of several sustainable development programmes is possible, such as ISO 14001 certification for environmental management, the use of renewable energies, the reduction of water consumption, the sorting and recycling of packaging, the development of local products, the development of fair trade, the integration of social workers, etc. But these projects must be balanced with the search for economic and financial performance in order to survive and develop.

In terms of the sustainable supply chain, the programmes more specifically concern the training of drivers in eco-driving, the use of hybrid or electric modes of propulsion, the pooling of warehouses and transport or the development of multimodal transport combining road, rail, river, air and sea transport to reduce energy consumption, greenhouse gas emissions and road congestion. Limiting packaging and increasing the recyclability of products are also concrete measures to reduce the environmental footprint. In this respect, reverse logistics allows the collection, sorting, dismantling and value recovery of used products. Other axes concern the certification of platforms and logistics buildings according to the HQE (High Environmental Quality) approach promoted by the AFILOG association in France. Existing in other forms in various European countries, this standard reviews various criteria such as the impact of flows on the immediate environment, the use of combined transport, the energy consumption of offices and warehouses, water management (reduction in the impermeability of the plot, landscaping of basins, saving water for fire extinguishing systems, etc.), the treatment of hazardous materials, the sanitary quality of the air and working conditions.

With regard to working conditions, occupational health is also a lever for overall performance. The work carried out in 2017-18 with CARSAT Rhône-Alpes, the Pôle d'Intelligence Logistique and the Direccte Auvergne Rhône-Alpes on the relaxation and optimisation of just-in-time flows, the shared visibility of promotions and the harmonisation of palletisation models in the FMCG sector. Indeed, in an increasingly tense context where the logistics chain must be agile, reactive and robust, it has been observed that it is showing signs of weakness, particularly due to the tension of flows, a lack of coordination, the heterogeneity of handling media and the deterioration of working conditions. This results in additional logistical costs due to disruptions (delays, disputes, breakages, absenteeism, occupational health and safety contributions, etc.) and to regulations. The measurement of socio-eco-logistics performance potentially uses several indicators such as staff turnover, absenteeism rate, work accident frequency rate, accident severity rate, energy consumption, number of tonne-kilometres, number of tonnes of CO₂ emitted by logistics platforms and transport (according to the weight transported, the mode used and the distance travelled), the share of alternative modes of transport to road, the traffic congestion rate, etc.

Combined with the three levers of reliability, efficiency and logistical reactivity, the socio-ecological lever reinforces the contribution of the supply chain to the social and environmental aspects of sustainable development.

Mastery of the four logistics levers is the guarantee of optimum customer service without disruption or overstock under the best economic, social and environmental conditions. The issue now lies in the ability of supply chain players, particularly small and medium-sized companies, to implement these levers and to use them in conjunction with all partners to achieve significant leverage effects on sustainable development.

▪ Performance management

The implementation of a performance management system is based on a structured approach linking the company's vision and strategy, key objectives and performance indicators. It leads to strategic initiatives decided by the management committee after measuring and consolidating financial, commercial, operational, human and environmental performance.

From strategy to operations, the dashboards cascade down to the production units and make it possible to know at any time whether performance is in line with the objectives.

Performance management is vital. It is one of the keys to a company's competitiveness and sustainable development.

4. Performance indicators (KPI)

All entrepreneurs, managers or business creators, keep in mind to monitor, maintain or improve the performance of their business: turnover, stock levels, order book, average basket, new markets, new products, To effectively measure the performance of his business, the entrepreneur must establish indicators.

A company's performance indicators, also known as KPIs (Key Performance Indicators), are both a tool for measuring the health of the company and a decision-making tool.

- They provide information on the efficiency of production
- They allow the measurement of returns on investment
- They shed light on the quality of the commercial relationship, customer service
- They measure the brand image and perception of the company
- They provide information on the quality of services
- They highlight the time spent correcting errors, poor anticipation

The performance indicators are a summary of the company's key data. With these indicators, the manager will quickly know whether his company is doing well or not. He can then act effectively to correct the errors revealed or continue and increase his development. This is therefore concrete and operational information. The average basket, an average rating given by customers on the Internet, the number of pages viewed, etc. are examples of indicators that will be more useful and effective for a marketing department than an accounting report.

Logistics KPIs are key indicators for measuring the evolution of processes and carrying out continuous improvement actions. This set of data, ratios and percentages provides a solid basis for decision making in the pursuit of logistics excellence.

Logistics represents a significant part of the cost of manufacturing or marketing each item. For this reason, companies favour the analysis of processes related to the supply, storage and transport or distribution of goods. Below we review the main types of logistics indicators and some examples of KPIs used to evaluate the management of the logistics function.

4.1 Procurement and purchasing KPIs

The logistics KPIs focusing on procurement aim to monitor the procedures for purchasing new stock and negotiations with suppliers.

Examples of purchasing KPIs:

- **Supplier order compliance:** it calculates the percentage of failed orders due to noncompliance with the supplier's agreement in terms of service or product quality. $\text{Supplier order compliance} = \frac{\text{rejected orders}}{\text{total purchase orders received}} \times 100$
- **Supplier non-conformity:** expresses the efficiency of suppliers and reflects the level of delay in the delivery of purchased products to the warehouse. $\text{Supplier non-compliance} = \frac{\text{Orders received out of time}}{\text{Total orders received}} \times 100$
- **Purchase order lead time:** this calculates the time that elapses between the moment when the purchasing department places an order with the supplier and the moment when it is received. $\text{Lead time of the purchase order} = \text{Date of receipt of the order} - \text{Date of issue}$

The SAM GBM group uses two methods for managing its supplies, just-in-time, which is the most widely used, and warehousing, which is most often used for its subsidiaries.

4.2 Definition of the Just-in-Time method

Just-in-time means ordering raw materials or components for assembly only when they are needed. One of the objectives of this method is to eliminate intermediate stocks.

▪ Conditions of application of this method

The just-in-time method can only be applied if the company, customers and suppliers are in agreement.

The company must also:

- Properly estimate the production needs;
- Source locally to keep costs down;
- Ensure the reliability of the transmission and delivery system;
- Have strict stock and order management;
- Surround yourself with a responsive team that is willing to work flexible hours.

▪ Advantages of the just-in-time method

The just-in-time method is demanding, but has many advantages as it allows:

- Reduce storage costs;

- Limit waste;
- Increase the quality of finished products.

- **Disadvantages of this method**

The just-in-time method also has some disadvantages:

- Suppliers need to be able to respond to just-in-time companies and build up stock for them, so few are willing to accept.
- Companies that practice just-in-time take risks. To minimise these risks, they need to be well surrounded.
- The just-in-time method is difficult to apply for companies that do not have regular orders

5. Methodological approach

"The function of a research design is to ensure that the evidence obtained allows us to answer the original question as clearly as possible" (David de Vaus, 2001). The descriptive research design is used to collect numerical data from a large population. In addition, the descriptive research method makes it easy to use a variety of forms of data and to incorporate human experience, allowing the study to be examined from many different perspectives and providing a broader overview of the topic (Cohen, Anion & Morrison, 2005).

This study applies a descriptive research design that helps us to understand and summarise the data. Descriptive statistics can be represented in table or graph form. Descriptive analysis is used to obtain current information, it is also used in fact-finding studies and helps to formulate certain principles and give solutions to problems concerning local or national issues.

In summary, in order to answer the research questions outlined in the introduction, this study used both a qualitative and quantitative approach (mixed-methods approach) to data collection and analysis. As we will see in the next section, the main argument in favour of a mixed approach is that combining the two forms of data provides a better understanding of a research problem than taking either the quantitative or the qualitative data. The choice of one or the other approach for conducting the study is based on the research fact or question to be addressed, the personal experience of the researcher and the willingness and support of the audiences (Creswell, 2009). The following section outlines the methods to be adopted in the study.

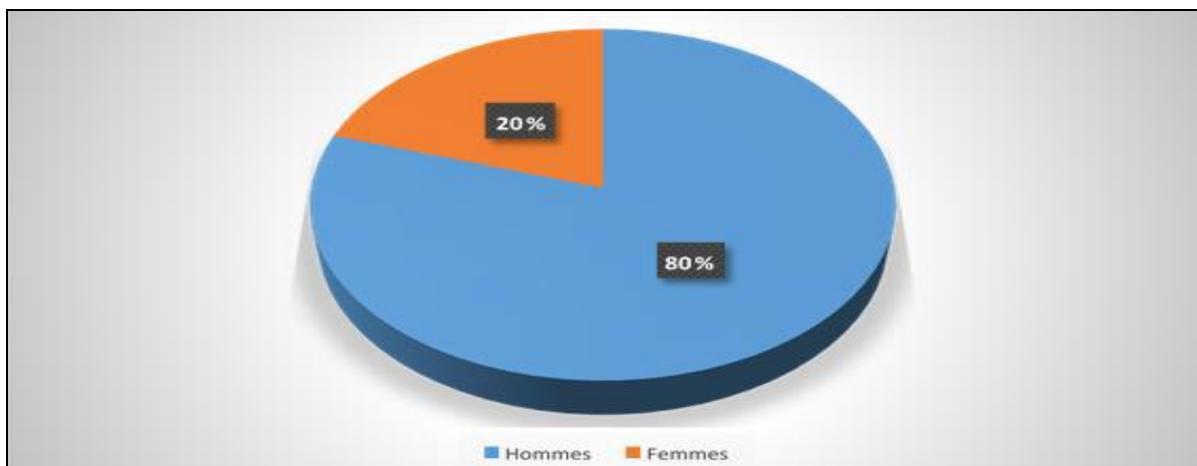
To achieve the research objectives, data from primary and secondary sources were used. To organise the primary data, this paper uses adapted questionnaires with some modifications and interview techniques. While the secondary data is obtained by studying related documents to understand the topic, different published and unpublished documents were examined, namely the website, annual and quarterly report of the company and other documents found.

In order to meet the research objectives, the main data collection methods used in this study are mainly focused on the primary source of data. Basically, data were collected using questionnaires and interviews. The questionnaires included closed questions measured by a five-point Likert scale (from strongly agree to strongly disagree) and some open-ended questions to find out the respondents' feelings. A semi-structured interview is also conducted to gather information on the subject from the company's human resources.

Analysis and interpretation of results

1. Presentation of the descriptive statistics of the sample

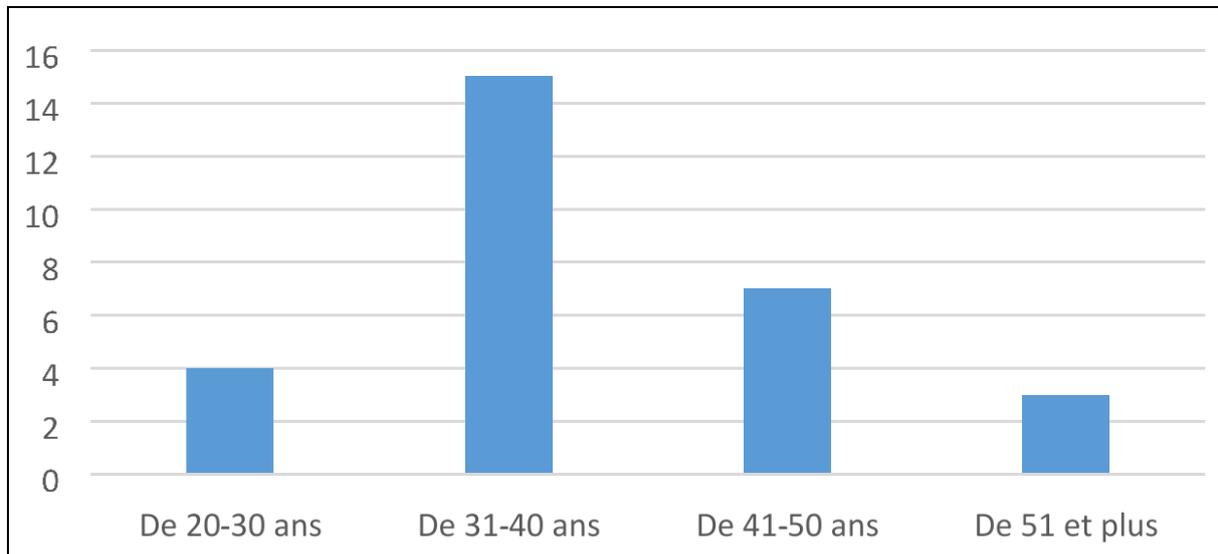
Following our survey, it is important to draw up the descriptive statistics of the employees surveyed. This gender breakdown shows us that 80% of the respondents are men (28 people) and 20% are women (7 people). In view of these statistics, we can conclude that the majority of the SAMGBM group's staff are men.



Source: Author, based on survey data, 2021

Chart 1: Distribution of respondents by gender

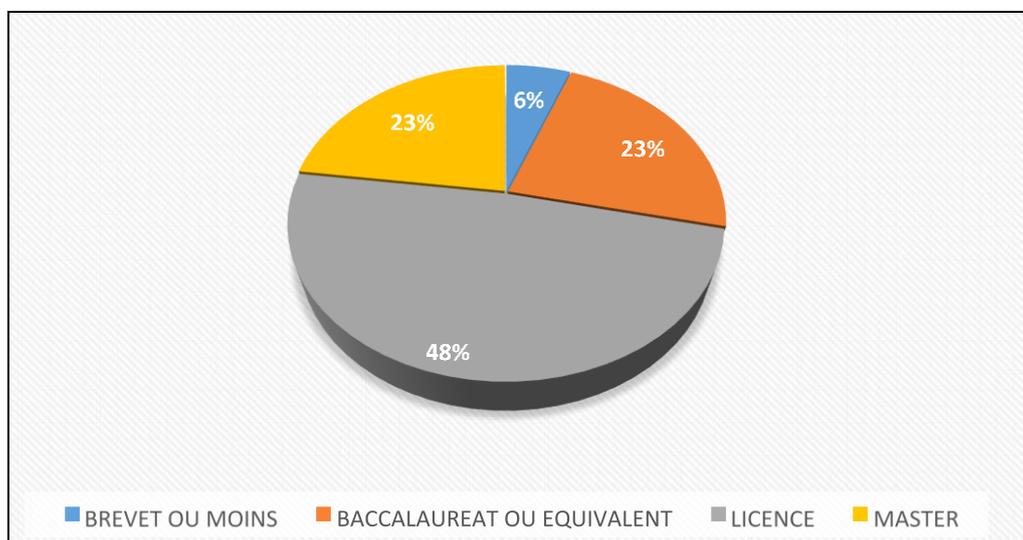
The graph 6 shows the distribution of respondents by age. Analysis of the data in this graph shows that SAMGBM employees are predominantly young. According to the data collected, 14% of the respondents are between 20 and 30 years of age, 52% of the respondents are between 31 and 40 years of age, 24% of the respondents are between 41 and 50 years of age, and finally 10% of the respondents are over 51 years of age. It could be concluded from these observations that the SAMGBM group has a predominantly young workforce capable of boosting its activities.



Source: Author, based on survey data, 2021

Chart 2: Distribution of respondents by age

The graph shows⁷ the distribution of the interviewees according to their level of education. The data in this graph shows that most (71%) of the employees of the SAMGBM group have at least a Bachelor's degree. Specifically, 23% of the respondents have a Master's degree, 48% of the respondents have a Bachelor's degree and only 6% of the respondents have a certificate or less. These data allow us to conclude that the SAMGBM group has a qualified workforce with a variety of specialisations to meet customer requirements.

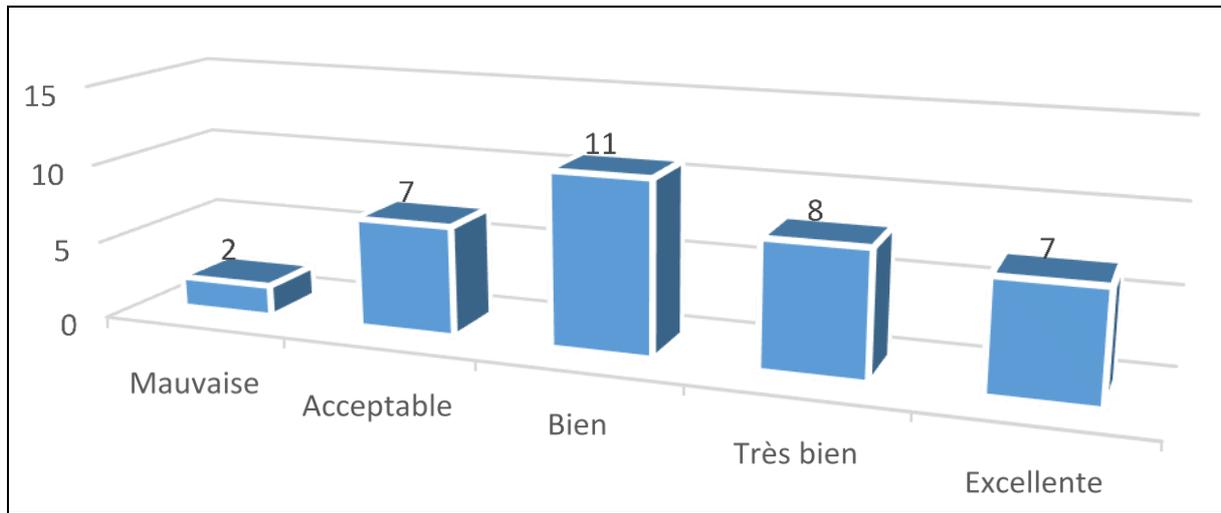


Source: Author, based on survey data, 2021

Chart 3: Distribution of respondents by level of education

2. Employees' opinion on the general state of relations between the group's logistics department and other departments

For a company to function properly, certain requirements must be met. One of these is the state of conviviality between different actors within the staff. In this article, we analyse the relations between the group's logistics department and the other departments. The survey data show that 94.29% of the respondents find the relations between the logistics department and the different departments satisfactory, while 5.61% of the respondents think the opposite. These results show the climate of trust within the SAMGBM group and provide sufficient evidence that the group's logistics department makes a considerable effort in carrying out its tasks.

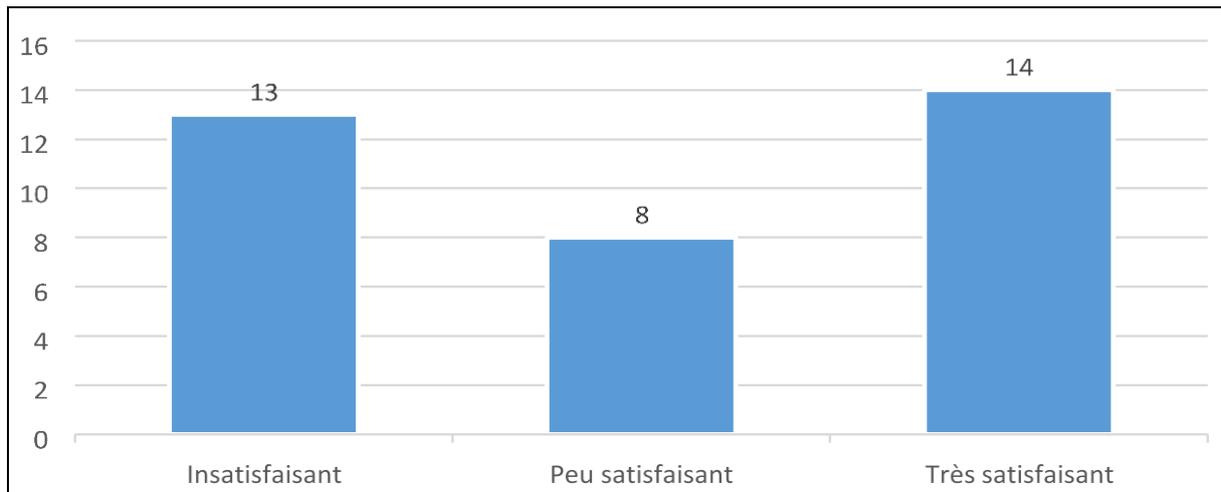


Source: Author, based on survey data, 2021

Chart 4: Relationship between the group's logistics department and the various departments

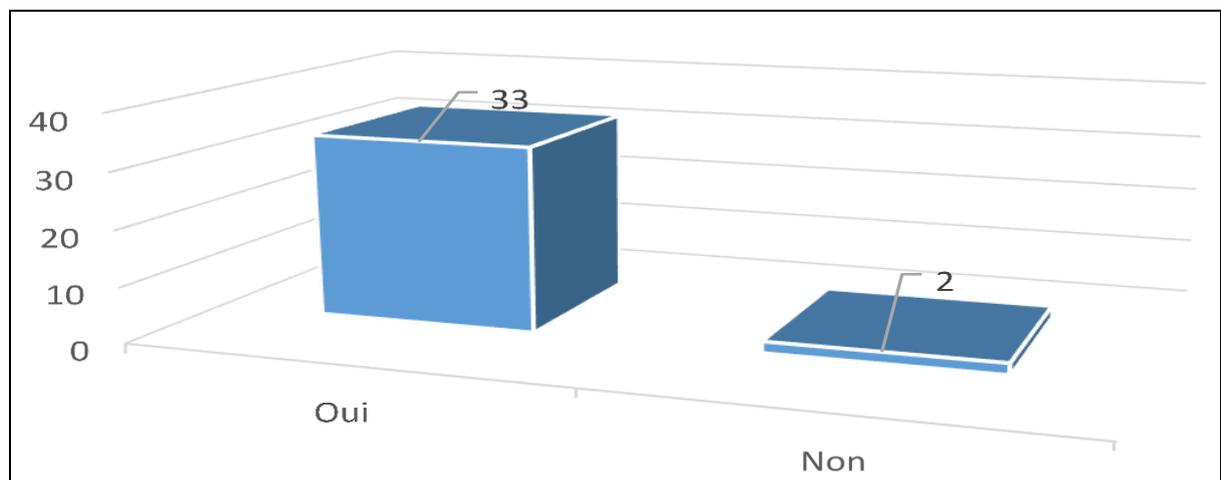
3. Respondents' opinion on the satisfaction of subsidiaries

According to the survey data on the satisfaction of the subsidiaries with the services of the group logistics department, 62.86% of the respondents are satisfied with the services of the group logistics department compared to 33.14% of the respondents who are not satisfied. Although most of the respondents are satisfied, there is an urgent need to take measures to improve the quality of services offered by the logistics department for the different subsidiaries. This implies that the logistics department has to make efforts for the total satisfaction of the different subsidiaries in logistics.



Source: Author, based on survey data, 2021

Chart 5: Opinion on the satisfaction of the Subsidiaries

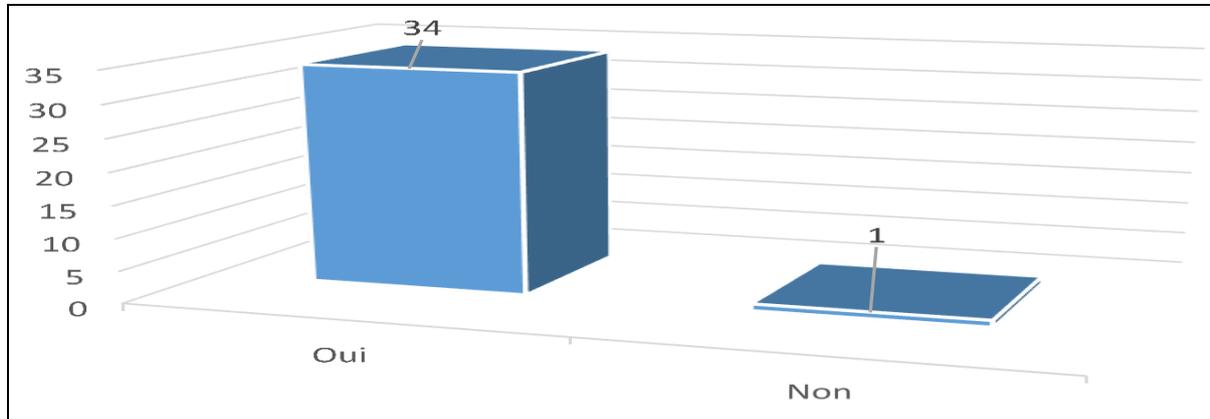


Source: Author, based on survey data, 2021

Chart 6: Perception of the performance of the group's logistics department

Employees' opinion on the importance of the logistics department within the SAMGBM group

The graph shows the distribution of the respondents on the importance of the logistics function within SAMGBM. According to this distribution we can see that 97.14% of the employees consider the logistics department within the SAMGBM group to be important, compared to only 2.86% of the respondents. These data allow us to conclude that the logistics department is of great importance within the SAMGBM group.

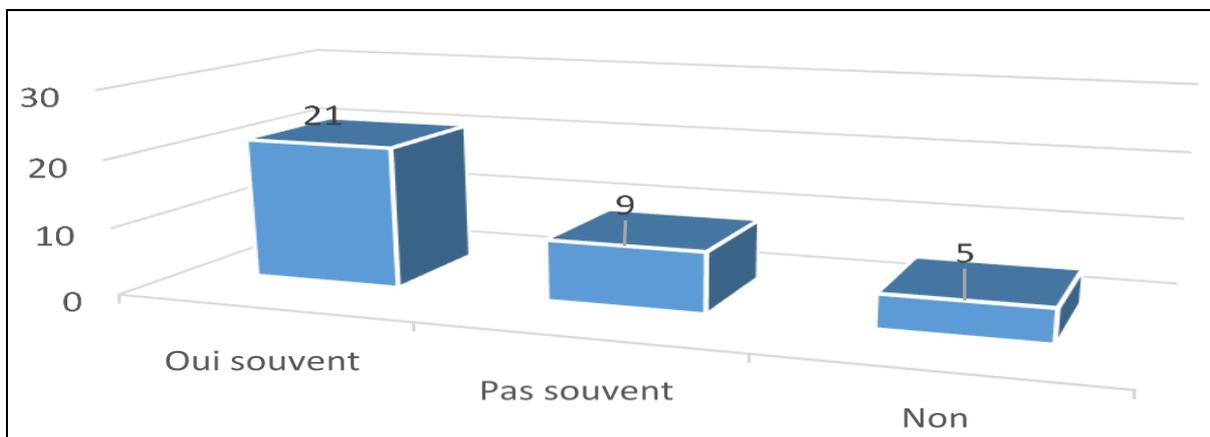


Source: Author, based on survey data, 2021

Chart 7: Perception of the importance of the group's logistics department

Employees' opinion on the delivery time of orders

From the data collected in our article on the delivery of orders for requests expressed by employees and subsidiaries, we can deduce that 85.71% of employees claim to be served with their requests on time, compared to 14.29% of respondents. This data allows us to deduce that the group's logistics department respects the deadlines for the delivery of orders expressed by employees.

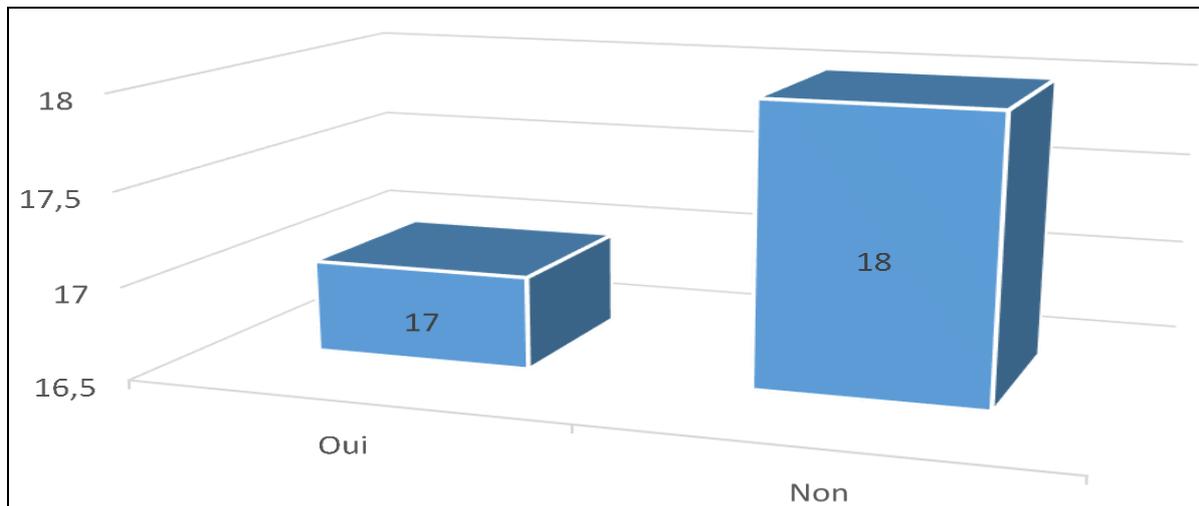


Source: Author, based on survey data, 2021

Chart 8 Graph: Employees' perception of order delivery time

Employees' perception of the SAMGBM group's car fleet management?

From the data collected in our article on the Group's Fleet Management, we can deduce that 51.43% of the employees say that they are not satisfied with the Group's Fleet Management as opposed to 48.57% of the respondents who say they are satisfied. These data allow us to deduce that the group's logistics department must review its car fleet management methods for a better functioning of the SAMGBM group.



Source: Author, based on survey data, 2021

Chart 9 Graph: Employees' perception of satisfaction with the management of the car fleet

In conclusion, this chapter described the research methodology used from the questionnaire and the data was analysed using descriptive statistics and then described using tables for clarity and finally coded using SPSS statistical analysis software, it also allowed this study to clearly describe the specific steps that were taken to solve the research problem and test each of the hypotheses outlined in the general introduction. The first section of this chapter presented the spatial framework of the research; the second discussed the methodological approach used and the third and final section was devoted to the presentation and analysis of the results.

Conclusion and recommendations

Given the increasing pressure on companies to increase turnover and reduce costs, the growing role that logistics can play in achieving these objectives may be crucial as companies are particularly interested in the strategy of reducing operating costs. In order to do this they have looked inwards to identify areas of cost reduction and/or productivity increase, most have found that logistics is the area that offers the greatest potential for cost reduction.

In order to help decision-makers monitor the performance of their companies, management controllers use tools such as dashboards, which are made up of a set of indicators called KPIs that evolve continuously and in parallel with the evolution of the strategy. These indicators make it possible to monitor the smooth running of the company.

These and other factors, such as increasing global competition, which are causing companies to focus more and more on the role of logistics in the economy and current and ongoing trends in logistics, are making business leaders increasingly aware of the fact that logistics policies and strategies can influence a company's total sales, as well as the cost of its operations. It is therefore necessary to understand the development and importance of these strategies, which can influence a company's profits and performance, and therefore its competitiveness and performance.

Furthermore, the more a company's logistics are improved, the better the company becomes, which can ultimately result in improved productivity and efficiency of the company and thus its effectiveness.

The overall objective of this research is to analyse the logistics management system within the SAMGBM group and to investigate the impact of logistics management on the performance of the company.

From the analyses in this article, it is clear that the logistics department of the SAMGBM group is a driving force that facilitates the operations of this company, given the importance of each of the logistics resources analysed. This confirms our hypotheses formulated in this article. The analysis of the results of the interviewees on the level of performance of the logistics department of SAMGBM showed that 94.28% of the employees consider the logistics department to be efficient, against only 5.27% of the respondents. This data allowed us to conclude that the group's logistics department is performing well.

Our results answer the main question of our paper on the impact of the logistics function on the performance of the SAMGBM group. Our data allow us to conclude that the logistics function has a positive impact on the performance of the SAMGBM group. However, it should be pointed out that there is room for improvement in some areas of the logistics department, such as the management of the car fleet, because after analysing the results we found that some employees were not satisfied with the management of the group's car fleet. This data allows us to deduce that the group's logistics department needs to review its car fleet management methods for a better functioning of the group.

We also note the efforts to be made on the satisfaction of the subsidiaries in terms of logistics, because after the data of the survey relating to the satisfaction of the subsidiaries on the services of the logistics department of the group, we note that 62.86% of the respondents are satisfied with the services of the logistics department against 33.14% of the respondents who are not satisfied.

The logistics department is a strategic department within a company. It is essential that it is well structured to play the role that is assigned to it and the logistics department of the SAMGBM group does not remain on the

sidelines. To do this, it is necessary that it be equipped with an application capable of responding favourably to all the logistical activities that the department faces, namely in the area of supply and monitoring of its fleet of cars, so that there is consistency and traceability in the placing of orders from the subsidiaries and general management on the one hand and its suppliers and partners on the other. Also, it is urgent to set up a geolocation system for the car fleet in order to eradicate vehicle theft to which the group is exposed at times. Finally, we recommend that the SAMGBM group set up a database containing information on the vehicle fleet that would enable us to calculate the group's performance indicators.

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