THE LOGISTICS PRACTICE, CHALLENGE AND PERFORMANCE OF RIDE TECHNOLOGY, ETHIOPIA

BY

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A THESIS SUBMITTED TO THE ADDIS ABABA UNIVERSITY, COLLEGE OF BUSINESS AND ECONOMICS, SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF ART IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

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DECLARATION

I, the undersigned, declare that this thesis entitled: THE LOGISTICS PRACTICE, CHALLENGE AND PERFORMANCE OF RIDE TECHNOLOGY, ETHIOPIA is my original work. I have carried out the study with the guidance and support of the research advisor, Dr. Shiferaw Mitiku. Any other research or academic sources used here in this study have not been submitted for the award of any degree or diploma program in this or any other institution. All sources of materials used have been acknowledged.

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CERTIFICATION

This is to certify that Eyob Worku has carried out her research work on the topic entitled, THE LOGISTICS PRACTICE, CHALLENGE AND PERFORMANCE OF RIDE TECHNOLOGY, ETHIOPIA. The work is original in nature and is suitable for submission for the award of the degree of Master of Arts in Logistics & Supply Chain Management.

Advisor Name: Dr. Shiferaw Mitiku

Signature_____ Date:_____

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The Researcher

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Abstract

The aim of this paper is to navigate logistics performance of RIDE Technology, Ethiopia. Logistic plays great role to sustain company growth by reducing different operational cost and also its vital for countries' economies growth. RIDE Technology is newly introduced in the Ethiopian fleet system, the system is expected to enhance the transportation system in the capital city and responsible for serving the population of the city. It has an important influence to the improved logistics system and practice in the country. Therefore, the aim of the study is to increase RIDE's Technology better understanding of their current logistics performance and the research helps the company to adjust itself what potential areas are not fully addressed in their logistics activity and understand how currently is measuring and following up their logistics performance compared to the literature in order to investigate if the company is covering the critical and most relevant aspects when managing their logistics performance and measuring the logistics five process with the logistics performance measurement index terms quality, productivity, cost and cycle time performance indicators. In the research mixed research approach and descriptive analysis methods are deployed. In this study, Census is used. To substantiate why the researcher used census is that, in the company staffs that could have better understanding of their logistics system are limited in number and they are 65. From these employees the researcher can collect 58 fully answered questionnaires and the rest are not filled. The evidence from this study shows the current logistics performance of Ride technology in five logistics process is moderately high and there is no measurement system for their logistic performance. From the main challenges technological infrastructure and network in the country affects ride technology, whereas Transportation is highly practiced followed by the warehouse operation practice in ride technology.

Keywords/phrases: logistics performance, measurement index, logistic process

CHAPTER ONE

INTRODUCTION

1.1 Back ground of the Study

Logistics involves a complex set of activities that require a set of metrics to adequately measure performance. In recent decades, the role of logistics in business has grown both in scope and strategy. Initiatives such as supply chain integration, rapid response and just-in-time inventory management have not only changed the way companies manage their logistics operations, but also how they manage their entire business. (Yonah, Y., Dahan, Y., & Markovich, D, 2008) and (Chris and Yossi, 1995; 6). The Council of Supply Chain Management Professional (CSCMP) states that logistics is the part of the supply chain that plans, directs and executes the movement of inventory, i.e. goods and services, from production to the final consumer. Logistics has made a clear breakthrough as a strategically important business area. This is an important factor in creating competitive and profitable companies (Aronsson, G., Crandall, M., & Juutinen, P, 2004) .

In recent years the sharing economy has proliferated into many different markets. Companies such as Uber Inc. **(A U.S.** based app-based ride-sharing service) recently redefined the taxi industry with new business models and methods of communication. Now startups are venturing into different markets, such as trucking, with similar business models; Uber for Freight (UFF) is one type of business model attempting to penetrate the trucking industry. Although **UFF** will be discussed in greater detail throughout, **UFF** companies are seeking to more efficiently match shippers' loads with drivers and trucks through application-based algorithms. Many of these businesses are promising reduced costs and increased efficiency through the elimination of carrier dispatch operations or brokers (among other services). The company sponsoring this project is a leading chemical manufacturer that supplies a wide range of products on a global scale involving a multitude of customers across geographies. This diversity in product and customer requirements requires the sponsor company to develop unique transport solutions for each type of load. Considering that the sponsor company conducts between **80-90%** of its North American and European shipments, respectively, via truck, this new **UFF** business model could have major impacts on their operations. (Davis, 2009).

RIDE is a first Ethiopian company to provide transportation service to passengers/customers by using technological devices. Currently RIDE company is facing aggressive competition from other similar

transportation service providers like Feres, ZAY ride, Taxiye, Seregela, WEZ, lift, ShuuFare, City transport and logistics has become one step upgraded after Ride technology launched the system. Like Uber do in USA. (SULTAN, 2021)

1.2 Statement of the problem

According to (Bhagwat, R., & Sharma, M. K, 2009), logistics performance analysis is one of the biggest challenges facing companies today. It is now widely recognized that non-monetary and even non-numerical indicators can also provide valuable information (Farrell, A. M., Luft, J., & Shields, M. D, 2007). However, such indicators are more difficult to measure and compare. However, choosing the right indicators to measure is quite difficult. A complete set of indicators can result in a huge amount of data that would require a lot of effort and expense to acquire and analyze. Another difficulty is that not infrequently the selected indicators are contradictory - one improvement can worsen the other. Performance indicators are mostly sector specific. (Krauth, E., Moonen, H., Popova, V., & Schut, M., 2005). This research focuses on the logistics practice of driving technology. Unfortunately, many performance measurement systems have not kept pace with the changing role and scope of logistics and have not been systematically studied or evaluated. (Caplice, C., & Sheffi, Y., 1995).

As ride technology emerges in Ethiopia, there were problems as a result of its new features and acceptability from the society was also low. Through time the company creates awareness and the transport logistics also become improved. But still it is not reached on its maturity stage due to some logistical gaps.

1.3 Research Questions

- How logistics management is being practiced at Ride Technology, Ethiopia?
- What are the major challenges of logistics management practice at Ride Technology, Ethiopia?
- What is the logistic performance of Ride Technology, Ethiopia?

1.4 General Objective of the study

The general objective of this study is to examine the logistics practice and its performance, and identify its challenges at Ride Technologies in Addis Ababa, Ethiopian.

1.5 Specific Objective of the study

- To assess the logistics management practice of ride Technology, Ethiopia?
- To identify the major challenges of logistics management practice in ride Technology, Ethiopia?
- To measure the logistic performance of ride technology in Addis Ababa, Ethiopia?

1.6 Scope of the study

This study will assess the logistics practice in the Ride Technology, Ethiopian. It is in Addis Ababa and within thirty kilometer radius from Addis Ababa. Both qualitative and quantitative (Mixed) research approach will be applied. The study is planned to be finished in six month. The focused area of the study is in Addis Ababa region only. The study is limited to four specific activities of logistic performance at RIDE, customer relationship, transportation, quality of inventory planning, warehouse, effective and efficient logistics in assessing and measure the logistic performance.

1.7 Limitation of the study

Analyzing a company's logistics requires a special approach, looking at value adding processes and how changes affect total costs and customer value. The old method of performance measuring usually has a different focus, based on individual budget goals for a company's different functions and not the diversified correctional processes. Literature gap in the ride technologies and their logistics practice is the main challenge, especially in the Ethiopian context there are no adequate documents.

1.8 Significance of the study

This research provides an opportunity for the ride technology to understand the gaps

Associated with the current logistics system and take corrective action based on the findings of the study. The study assess the logistics practices of the organizations hence, it provides an insight as to how modern logistics is managed which will enable the organization to work on problematic areas. The study also raise awareness on the benefits that efficient logistics practice would bring to scale up the service as well as reputation of the technology. Furthermore, this research can serve as stepping stone for other researchers who want to enroll in the subject matter.

1.9 Definition of Terms

Logistics; described as the supply chain procedure that, in order to satisfy consumer demands, organizes, carries out, and regulates the efficient, effective forward and reverse movement and storage of goods, services, and

related information between the point of origin and the site of consumption. (CJ Langley Jr, MC Holcomb, n.d.)

Logistics performance: Logistics performance is described as adding value to the services that customers obtain from logistics activities and performing logistical tasks with effectiveness, efficiency, and distinction.

Customer: employees of the RIDE Technology who are referred as service givers in the

Logistics processes of the company.

1.10 Organization of the paper

This proposal is organized from three parts. The first presents a brief introduction to the subject matter along with research questions, significance, scope, and definition of key terms. The second one encompasses a review of both theoretical and empirical works of literature written by various authors related to the subject matter along with the conceptual framework of the study. Thirdly presents the research methods and methodology exploited to conduct the research. It also elaborates on the research design & approach, data sources, the population of the study, data collection, and analysis methods. Reference and the proposed questioner is also attached in the final pages.

CHAPTER TWO

RELATED LITRATURE REVIEW

2.1Theoretical literature

2.1.2 Historical perspective of Logistics

Distributing and logistics components have, of course, always been essential to the production, warehousing, and transportation of commodities. However, the recognition of distribution and logistics as essential components of the business and economic environment is relatively new. The essence of logistics is not new; it has developed over many stages of development and still relies on fundamental concepts like value chains, trade-off analysis, and systems theory along with related techniques. However, the role of logistics has changed, now being crucial to the success of numerous different subjects and organizations. Distribution and logistics have evolved through a number of various stages. (Taye, 2014). (Alan, Phil and Peter,2003) In 1950s and early 1960s, in this period, distribution systems were unplanned and un formulated distribution was broadly represented by the haulage industry and manufacturers own account fleets. There was little positive control and no real liaison between the various distribution-related function. In the 1960s & 1970s the concept of physical distribution was developed with the gradual realization that the „dark continent" was in dead a valid area for managerial involvement. 1970s, This decade was crucial for the evolution of the distribution notion. One significant shift was the realization by several businesses that dispersal in the functional management structure was necessary.

1980s,Fairly rapid cost increases and the clearer definition of the true costs of distribution contributed to a significant increase in professionalism with in distribution with this professionalism came a move towards longer-term planning and attempts to identify and pursue cost-saving measures. These measures include centralized distribution, severe reductions in stock-holding and use of computer to provide improved information and control. The growth of third-party distribution service industry was also of major significance with these companies spearheading developments information and equipment technology. In the late 1980"s and early 1990s, and linked very much to advances information technology organizations began to broaden their perspectives in terms of functions that could be integrated.

In short, this covered the combining of materials management **(**the inbound side) with physical distribution (the out bound side). The term "Logistics" was used to describe this concept. Once again this

led to additional opportunities to improve customer service and reduced the associated costs. On major emphasis recognized during this period was the importance of the information aspects as well as the physical aspects of logistics In the 1990‟s the process was developed even further to encompass not only the key functions, within the organization's own boundaries but also those functions outside that also contribute to the provision of a product to a final customer. This is known as ‟supply chain management‟**.** Businesses face numerous challenges in the year 2000 and beyond as they work to stay ahead of the competition, introduce new products to the market, and boost profitability. This has resulted in the creation of numerous fresh ideas for improvement, particularly in the redefining of business objectives and the reengineering of entire systems. (Taye, 2014)

2.1.3 Defining logistics

This thesis aims to evaluate the effectiveness of a logistics system by measuring and assessing it. It's critical to have a precise understanding of what logistics means in order to accomplish the goal. The following is the definition of logistics given by the Council of Supply Chain Management Professionals (CSCMP). "The process of planning, implementing, and controlling procedures for the efficient and effective transportation and storage of goods including services, and related information from the point of origin to the point of consumption for the purpose of conforming to customer requirements. This definition includes inbound, outbound, internal, and external movements." (Vitasek, 2006) In order to maximize both present and future profitability through the efficient fulfillment of orders, logistics refers to the process of strategically managing the acquisition, transportation, and storage of raw materials, parts, and completed inventory (as well as the related information flows) through the company and its marketing channels (chiristopher 1988).The terms supply chain management and logistics (management) are occasionally used synonymously in books and articles. Confusion may result from this. Consequently, the following defines supply chain management according to CSCMP (2006). "All actions related to sourcing and procurement, conversion, and all logistics management activities are included in supply chain management.

Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies. Supply Chain Management is an integrating function with primary responsibility for linking major business functions and business processes within and across companies into a cohesive and high performing business

model. It includes all of the logistics management activities noted above, as well as manufacturing operations, and it drives coordination of processes and activities with and across marketing, sales, product design, and finance and information technology. (Vitasek, 2006) From the definitions of logistics and supply chain management it is clear that the two concepts have much in common. (Lambert, D.M., Stock, J.R. &Ellram, L.M, 1998) Claim that the logistics involving suppliers and customers outside the company can be viewed as part of the supply chain management process. Accordingly, supply chain orientation permeates every aspect of logistics, including information flows throughout the supply chain and materials management.

2.1.4 Logistics Performance Assessment

A functional viewpoint is necessary before developing a system for evaluating the performance of logistics. Many firms are paying more attention to developing techniques for measuring customer accommodation in addition to fundamental functional performance. For modern management, measuring the effectiveness of an integrated supply chain is a significant problem. Years' worth of research indicates that the following categories can be used to group functional measurements of logistics performance: (1) cost; (2) customer service; (3) quality; (4) productivity; and (5) asset management (David, 2002). A single point of accountability for logistics performance in terms of value, cost, productivity, quality, and time is also required, according to measurements. Consequently, the architecture of a unified logistics organization starts to be suggested by the Logistics Scoreboard measuring system.

Holding a logistics company accountable to business-like performance standards is crucial since these organizations compete with one other's logistics organizations and with third-party logistics services. Given that firms compete based on cycle time performance, quality performance, productivity, and financial performance (see "Quality Measures of Logistics Performance"), as well as financial performance (see "Financial Measures of Logistics Performance"), (Edward, 2002). These four categories also apply to the research measures.

2.1.5 Financial measures of logistics performance

Logistics is playing an increasingly important role in value creation, revenue enhancement, capital consumption, and expense control. As a result, logistics financial performance is playing a bigger role in corporate financial performance. Measuring and improving logistics financial performance is

increasingly important in measuring and improving corporate financial performance. The most important principal to remember in developing and implementing logistics financial performance measures is that nearly every generally accepted corporate financial measure has a corresponding logistics financial measure. The following is a description of several important corporate financial metrics and the equivalent logistical financial metrics. Expenses for Logistics (LE) Although personnel costs account for the majority of logistics costs, other costs include fuel, telecommunications, inbound and outgoing freight, payments to third parties, and leased or rented premises. Logistics Profit (LP = R - LE): The simple formula for calculating logistics profit is revenue less logistical costs. An item, category, or location's business viability can be ascertained in part by computing the logistics profit per item, per category, or per location. Logistics Asset Value (LAV): This is the entire value of all the assets used in logistics, such as transportation fleets, material handling systems, inventories, logistics facilities, logistics information systems, and so on. ROLA, or return on logistics assets (P/LAV), is: One may calculate the return on logistics assets by dividing the LAV by the profit (P) of the business. The ratio could draw attention to the disparities between the return on assets used in logistics and the return on company assets as a whole or on assets used in other business units. Logistics asset turnover (LAT = R/LAV) is a measure of the overall utilization of logistics assets and is computed as the ratio of corporate revenue to the investment in logistics assets.

2.1.6 Productivity measures of logistics performance

Overemphasizing logistics expenses carries the risk that engineers and logistics managers will not be able to control all cost components. For instance, pay rates, fuel prices, occupancy expenses, inventory carrying rates, and system capitalization rates are just a few of the significant cost components over which logistics managers have little control. Rather, the quantity of inventory in the system, the number of labor hours put in, the amount of space used, and the distance traveled for transportation are all directly within the control of logistics management. Managers and analysts of logistics essentially have control over the quantity of logistics resources used to meet goal customer service standards. (Edward, 2002). Productivity and resource utilization metrics for logistics are included in a performance indicator. This section, which covers utilization and productivity statistics for the logistics staff, transportation capacity, logistical facilities, and inventory, focuses on those metrics. The ratio of a resource's output to its consumption is a common way to measure a resource's productivity.

However, it can be difficult and frustrating if (I) outputs are hard to measure and input utilization is difficult to match up for a given period of time; (2) input and output mix or type constantly changes; or (3) data are difficult to obtain or unavailable (David, 2002).

2.1.7 Quality measures of logistic performance

How do you measure logistics quality? Unfortunately, no industry standard exists for doing so. In fact, so many different measures are available that many managers have given up trying. The issue is so complex that universities around the country have entire research projects devoted to identifying the right set of logistics accuracy indicators (Edward, 2002). The perfect order percentage (POP), which connects the indices for logistics quality in each of the logistical operations, is the most useful indication of logistics accuracy or quality. In the section that follows, the perfect order percentage and its constituent parts are defined. Percentage of Perfect Orders (POP) The American Heritage Dictionary defines accuracy as "the quality or state of being accurate" and states that it involves straying from a standard just slightly or within accepted bounds. Customer service, inventory management, production and procurement, and transportation are all included in logistics, and warehousing. Defining the right measurement focus, defining the right standard, and defining the acceptable limits of deviation from the standard for an integrated setoff activity as broad as logistics are complex tasks. Let‟s consider each issue in turn. First, the right measurements focus; the link and common deliverable of customer service, inventory planning, manufacturing and procurement, transportation, and warehousing is an order. Logistics exists to fill orders. Second, the standard. The standard has to be perfection; otherwise, the pursuit of the standard will not yield the order of magnitude improvements needed in all areas of logistics (Dewan Md Zahurul Islam and thomas H, 2013). Performance relative to

service reliability is generally reflected in an organization‟s measurement of **logistics quality.** Many of the quality metrics are designed to monitor the effectiveness of individual activities, while others are focused on the overall logistics function. Accuracy of work performance in such activities as order entry, warehouse picking, and document preparation is typically tracked by computing the ratio of the total number of times the activity is performed correctly to the total number of times it is performed. For example, picking accuracy of 99.5 percent indicates that

99.5 out of every 100 times, the correct item(s) were picked in the warehouse (David 2002). Overall quality performance can also be measured in a variety of ways. Typical measures include damage frequency, which is computed as the ratio of the number of damaged units to the total number of units.

While damage frequency can be measured at several points in the logistics process, such as warehouse damage, loading damage, and transportation damage, it frequently is not detected until customers receive shipments or even some point in time after receipt. Therefore, many organizations also monitor the number of customer returns of damaged or defective goods. It is also common to measure customer claims for credit. Other important indicators of quality performance information by noting those instances when information is not available on request. It is also common to track instances when inaccurate information is discovered. For example, when physical counts of merchandise inventory differ from the inventory status as reported in the database, the information system must be updated to reflect actual operating status. Additionally, the occurrence of information inaccuracy should be recorded for future action.

2.1.8 Cycle time measures of logistics performance

The total logistics cycle time (TLCT) includes order entry time (OET), order processing time (OPT), purchase order cycle time (POCT), if the product is not available from stock), warehouse order cycle time (WOCT), and in transit time (ITT) (Edward 2002). OET is the amount of time that has passed between placing an order and finishing order entry and capture for processing. Order entry times for mail-order purchases consist of ITT, order entry waiting time, and order entry time (OET). Order transmission time, order entry waiting time, and order entry keying and/or scanning time are all included in the OET for fax orders. The OET for phone orders comprises the customer wait time, the order entry specialist's keying time, and the conversation time. When an order is received electronically, the order's transmission time (OET) is all that remains. When an order is entered and processed by the order processing system, the OPT clock begins to run. It ends when the order is released. (Edward, 2002).

2.2 Empirical literature Review

According to Chow, Heaver, and Henriksson (1993), researchers always have difficulties to define LP due to the reason that firms normally have multiple and frequent conflicting goals. The most frequent definition cited from (Mentzer, 1991) defines LP as effectiveness and efficiency in performing activities. This definition has also been further extended by Fugate, (Mentzer, 1991). as multi-dimensional and is defined as the degree of efficiency, effectiveness, and differentiation associated with the accomplishment of logistics activities (Mohd A. B, and ,Harlina S. J, 2015). In other words, LP does not

only help firms but could also identify their performance as a benchmark study for the industries or national level to remain competitive in short and long-term periods (Mohd A. B, and ,Harlina S. J, 2015) According to (Mentzer, 1991), efficiency in the context of performance measures how well the resources are utilized and the effectiveness in terms of how goals are accomplished. From the other dimension, (Neely, 2005) view from the marketing perspective that the term effectiveness refers to the extent to which customer requirements are met, whereas efficiency is how economically the firm resources are utilized when providing a given level of customer satisfaction. Besides, differentiation is defined as the ability of logistics to create value for the customer through the uniqueness and distinctiveness of logistics services (Langley Jr, C. J., & Holcomb, M. C., 1992). While providing a brief narration on the historical evolution of an inquiry to logistics performance, Mansidão and Coelho, 2014:4 have highlighted the following: At the logistical level, the importance of analyzing performance was first shown in the work of (Bowersox, D. J., & Closs, D. J, 1974), He stated that the monitoring and management of logistics operations were the primary goals of the technique used to analyze the logistic function's resources as part of the measurement of logistics performance. Following this preliminary phase, the study of logistics performance has grown in importance within the field of management science research; nevertheless, in spite of this focus, researchers have not been able to agree on techniques or findings supporting the validity of the analysis. According to Robb et al. (2008), logistics is widely acknowledged as a significant factor influencing business performance because it deals with cash flow, information management, and physical logistics. However, professionals and academics are still studying the practices, especially when it comes to performance analysis.

Given the lack of any universally-accepted definition for performance in the organizational performance literature, it should not be surprising that extant literature offers many ideas about the dimensions that ought to be incorporated into a conceptualization of "logistics performance" (Chow, G., Heaver, T. D., & Henriksson, L. E, 1994). (Chow, G., Heaver, T. D., & Henriksson, L. E, 1994) have defined logistics performance as the extent to which goals such as sales growth, job security & working conditions, customer satisfaction, product availability, cost-efficiency, profitability, social responsibility, on-time delivery, keeping promises, low loss & damage, "fair" prices for inputs, and flexibility are achieved. What is a good logistics performance is challenging for researches in any field of management to define, since organizations have multiple and frequent conflicting goals. Some organizations define goals in terms of profit while others define them as customer service or sales maximization (Chow, G., Heaver, T. D., & Henriksson, L. E, 1994)The measures that are used for

defining the logistics performance can according to (Chow, G., Heaver, T. D., & Henriksson, L. E, 1994)be divided as “hard” measures that are the financial measures and cost accounting data such as net income and “soft” measures that are service measures such as customer satisfaction. Many organizations are using hard performance measures when evaluating their logistics performance since these measures are typically impersonal, accurate and inexpensive to collect. One disadvantage with using the hard measures is that the financial values are often considered confidential and many companies are therefore reluctant to release information to outsiders which makes it difficult to compare these values between organizations (Chow, G., Heaver, T. D., & Henriksson, L. E, 1994). To develop a true picture of logistics efficiency, companies must measure both the hard and soft aspects. There are several dimensions of logistics performance such as customer satisfaction that hard measures cannot capture in a meaningful way and it is therefore important to use soft measures to cover the several dimensions (Chow, G., Heaver, T. D., & Henriksson, L. E, 1994). Many logistics managers are

struggling with conflicting objectives when driving logistics improvements. The conflicting objectives they are facing are the tough choices of either strive for efficiency or for effectiveness. While efficiency is about doing the thing right, effectiveness is about doing the right thing). These two performance objectives are mutually exclusive since if only efficiency is measured and used for judging the performance it will likely cause the effectiveness to decrease (Andersson, P. Aronsson, H. and Storhagen, N, 1989). To overcome this “measurement gap” between internal efficiency which is the traditional financial measurement such as company‟s cost and revenues and external effectiveness which is the engineered measurement of physical quantities such as customer service levels, (Andersson, P. Aronsson, H. and Storhagen, N, 1989) are recommending companies to use the internal vs external measurement approach. This approach will help organizations to choose which groups of metrics that are of greatest importance when measuring overall logistics performance. The internal performances are measured within different units in the company such as materials management, production and distribution. The external performances are measured in different levels; between the different units in the company, for the entire company towards the customers and supplier performance towards the company.

2.2.1 Challenges of Logistics Management practice

Infrastructural Bottlenecks: For economic development and urbanization, logistics infrastructure is

found to be critical enabler. Due to globalization, India is improving position in world trade channeling upsurge in transport volume. ((Gupta, A., Singh, R. K., & Suri, P. K. , 2018))

Lack of Government Support Policies: Logistics sector is not recognized as industry in India despite of 14 percent contribution towards GDP (Luthra, S., Kumar, V., Kumar, S., & Haleem, A, 2011) However, millions of employment opportunities are developed by this sector. Industries itself consider logistics as backbone and key driver to their economic and industrial growth. The governmental focus is still missing towards policy framework, development and recognition of logistics business as an industry (Correia, E., Garrido, S., & Carvalho, H, 2024).

Lack of Efficient Technical System: GPS technology and tracking and tracing of shipments are already available advanced IT tools which are in process and used by shippers but there are around only 2% LSPs which follow these practices (Luthra, S., Kumar, V., Kumar, S., & Haleem, A, 2011). The country is continuously upgrading its resources technically but adoption rate is still

very low. There is need to develop efficient technical systems and create awareness about importance of IT adoption to all the stakeholders for better economic development

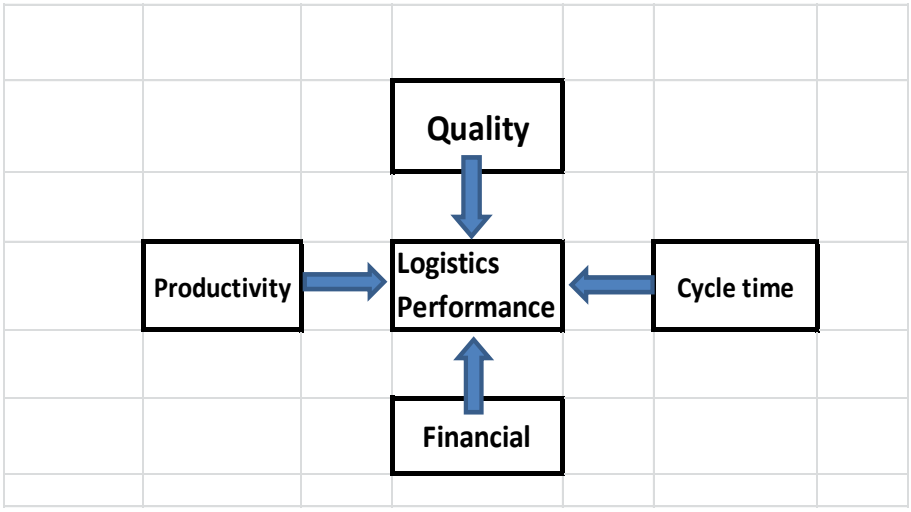
Lack of appropriate performance metrics: No performance standards or benchmarks have been defined by Indian government to regulate the logistics sector (Gupta, A., Singh, R. K., & Suri, P. K. , 2018). Hundreds of logistics service providers resources are not up to mark and providing services with inadequate resources. There is no appropriate performance metrics are defined for establishment and selection of service provider (Rajesh, 2021). This can be considered a big bottleneck which is affecting the logistics service.

2.3 Conceptual Framework

Based on overall review of related literature, and particularly the work of (Edward, 2002), the following conceptual model is derived from those auteur.

Figure 1Conceptual Frame work

Source: conceptual Framework adopted from Edward (2002) and modified by the researcher



2.4 Literature Gap

Evidences have shown that there are different challenges that can affect the logistics performance in operation. Various literatures, researches and performance reports have justified that these challenge have impacted the efficient and effectiveness of logistics performance. These studies however only focus on determining effects of logistics practices (i.e. Procurement Management, Transportation Management, Warehouse Management, and Distribution Management.

Specially regarding transport management there are no literatures in Ethiopia context. Ride is also one of emerging transport provider Logistics Company. To study such newly emerged technology dependent organizations, literatures have to be reference. but unfortunately there are no literatures over the area.

CHAPTER THREE

3 Methodology of the study

3.1 Description of the Study Area

RIDE is a first Ethiopian company to provide transportation service to passengers/customers by using technological devices. Currently RIDE company is facing aggressive competition from other similar transportation service providers like Feres, ZAY ride, Taxiye, Seregela, WEZ, Ilift, ShuuFare, Little and others, these competitors are winning the customers mind and challenging RIDE. Many customers are shifting to these competitors. Some loyal and longtime customers are also demonstrating their dissatisfaction in some part of the RIDE service delivery. Ride is the leading city transport model copied from US Uber transport model.

3.2 Research Approach

In order to come up with the research questions developed in chapter one mixed research approach is better to conduct this study, which means qualitative and quantitative research approaches will be applied. The qualitative analysis discusses the companies experience, challenges and practices in the implementation of Logistics. It also helps to, vividly, understand the challenges affecting the smooth transport and logistics practice in Ethiopia.

The quantitative analysis principally intended to assess the status of the company regarding the availability of resources and potential capacity to implement the best logistics concept in the future. Within this analysis, based on the available enablers within the companies, both short run and long run measures will be suggested.

3.3 Research Design

The research design for this study is descriptive and exploratory in order to narrate what really implemented. These designs are chosen based on the nature of the study putting the development of logistics in the city transport.

3.4 Population and Sample Design

For this study purposive sampling technique is used because the research mainly targets the level of implementation of logistics practices for the given growing service company. Purposive sampling technique was employed for several reasons. Besides their proximity, it is assumed that since the company is well established through time, it is expected to be familiar in the practicing of better logistics tools. To substantiate the above argument, it is known that RIDE is the pioneer transport service provider company in Addis Ababa. Logistics department of the company has 60 employees; managerial, middle employees and expertise. Due to small number of logistics management department employees this research will use the whole population using census method. Questionnaire was distributed for 60 employees who are familiar with the logistics decision and practice concept. And 52 of them are returned with full responses.

3.5 Method of data analysis

For this research both primary and secondary data will be gathered. By conducting interview and questionnaire we collect primary data. The questionnaire was distributed to managerial positions of logistics (transportation) departments and supply chain, procurement and logistics personnel of the companies to understand the current status of the company towards their logistics performance.

3.6 Validity Reliability

For the reliability measure of the respondents the researcher will use the coefficient of cronbach alpha, which is most common and here also it will be applied. So that Cronach alpha value less than 0.6 disqualifies the respondent reliability and greater than 0.7 will be acceptable. Questioners are towards our objective and they are structured, this assures our validity of research.

Variables	Cronbach alpha	No. of Items Tested
Customer Response Management	0.793	3
Inventory Planning Management	0.843	3
Supply Management	0.793	3
Transportation Management	0.836	3
Warehousing service Management	0.814	3
Infrastructural Bottlenecks challenge	0.815	3
Lack of Government support & Policies challenge	0.866	3
Lack of Efficient Technical System challenge	0.778	3
Lack of appropriate performance metrics challenge	0.472	3
Quality Measure	0.844	3
Productivity Measure	0.754	3
Financial Measure	0.582	3
Cycle Time Measure	0.796	3
Grand Mean	**0.77**	

Table 1Reliability Test

3.7 Ethical Consideration

In determining the participants of a study, it is ethical to ensure that the research is beneficial for the participants in alleviating a given problem (cress well, 2003). Accordingly, to ensure ethicality of the research, prior to distribution of the questionnaire the respondents will be briefed about the purpose of the study and the respondents will be informed as the data obtained from them will be kept confidentially and it will only have used for research purpose only. After that willingness of the respondents will be asked and based on their willingness data questionnaire will be distributed. The purpose of the research will be clearly communicated to the respondents, interviewees and the company's data owners in order to get accurate information.

CHAPTER FOUR

4 RESULT DISCUSSION AND INTERPRETATION

4.1 Introduction

In this chapter data analysis and interpretation were carried out based on the data gathered from logistics department employees of Ride transport service providers.

The questionnaires distributed to employee were a five scale likert scale from strongly dis agree to strongly agree and level from 1 up to 5 to the positive direction. The survey took couple of weeks to collect 58 respondents out of 65 total respondents. This is a green light to proceed with the data that have 75% of respondents are answered the questionnaire properly.

4.2 Demographic Profile of Respondents

The Age composition of the respondents shown in the table indicates that more than half percentage of the respondents are aged between 18-35 years, secondly 27.6% of the respondents are aged between 36-40 years.

The education background of the respondents shown in the table indicates that 70.7% of the respondents have bachelor degree, 20.7% have master's degree and the rest 8.6 % have diploma level degree. From the total of 58 respondents 41 have bachelor degree and 12 are masters and above. The remaining 5 are below diploma.

The work experience of the respondents shown in the table indicates that 69% of the respondents have worked for about 2-5 years and 27.6% of they are experience below 2years. The rest 3.5 % of respondents are with high experience about 6-10years.

The age of respondents can tell us most of them are experienced in the company, which enables us to get the real information.

Variable	Constraint	Frequency	Percent
Age	18-25 years	9	15.5
	26-35 years	30	51.7
	36-45	16	27.6
	>46 years	3	5.2
	Total	58	100.0
Variable	Constraint	Frequency	Percent

Education	Diploma and Below	5	8.6
	Bachelor Degree	41	70.7
	Master's Degree and above	12	20.7
	Total	58	100.0
Variable	Constraint	Frequency	Percent
Experience	below 2 years	16	27.6
	2-5 years	40	69.0
	6-10 years	2	3.4
	Total	58	100.0

Table 2 Demographic Composition of Respondents

4.3 Logistics Practice of Ride technology

As per our literature review and the questionnaires were distributed with regard with logistics practice functions: inventory, warehousing and transportation.

	Descriptive Statistics		
	Indicators, N=58	Mean	Std. Deviation
Customer Response Management	Ride-technology effectively addresses my complaints and concerns about rides.	4.05	.887
	Ride-technology provide clear and easy-to-use channels for me to provide feedback about my ride experience	3.98	.908
	I feel confident that ride-technology takes my feedback into account when improving their services.	3.79	.969
Inventory Planning Management	Ride-technology consistently have enough drivers available when I need a ride.	4.03	.794
	Ride-technology efficiently match me with drivers in a timely manner.	3.98	.888

	Ride prices offered by Ride-technology seem fair based on driver availability and demand	3.84	1.040
Supply Management	Ride-technology offer attractive incentives and programs that make me want to drive for them.	4.05	.887
	The onboarding process for becoming a driver with Ride-technology is clear, informative, and easy to complete.	3.98	.908
	Ride-technology provide ongoing support and resources that help me succeed as a driver	3.79	.969
Transportation Management	Ride-sharing companies offer efficient routing options that minimize travel time for both drivers and passengers.	3.72	.951
	The ride-sharing app provides clear and accurate information about pick-up times, arrival times, and traffic conditions	4.00	.858
	Ride-sharing companies offer a variety of vehicle options (e.g., sedans, SUVs, eco-friendly) to meet different passenger needs.	4.31	.883
Warehousing service Managemnent	Ride-sharing companies effectively manage the availability of drivers in different geographical locations to meet passenger demand.	4.00	.926
	Ride-sharing companies ensure that a sufficient number of different vehicle types (e.g., sedans, SUVs) are available in various locations to meet passenger preferences.	4.05	.887
	Ride-sharing companies strategically position drivers during peak hours to minimize passenger wait times and optimize ride fulfillment.	3.98	.908
	Grand Mean	**3.97**	

Table 3 ***Logistics practice of Ride Technology***

4.3.1 Customer Response management

According to Best (2005) mean rating, addressing complaints of customers in ride technology is highly

practiced with a mean score value of 4.05. Whereas easy and interactive channel to use ride technology is rates with 3.98. The third question related to customer is ride is always taking feedback to improve its service, rated with 3.79. This result shows that all questions are answered with significantly practiced in the company.

4.3.1 The inventory planning and management

One of the main Functions in logistics activities is inventory, for this study the researcher intended to know the status of inventory system in Ride technology. Inventory in ride technology is with a mean of 3.9 that is indicates its highly practiced.

Three questions are distributed; the inventory model determines the quantity of ordered based on real demand analysis is score a mean of 4.03 and the availability of inventory help to satisfy the demand of the customer also score the same mean 3.98. The result shows both questions have the highly practiced in the company.

The third and the final question was effective use of pricing assets in inventory management which is with mean 3.84.

In RIDE technology, inventory management is a sense of sorting and knowing the assets or registered service giver cars and the system itself. Hence the result of the analysis indicates inventory is best or moderately practiced and it can be a good logistics performance indicator. The researcher includes that since inventory is a measure of logistics performance, RIDE Technology is best performing with this regard.

Inventory refers to the goods and materials held by a business for the purpose of resale or production. It includes raw materials, work-in-progress, and finished goods that are available for sale to customers. Proper management of inventory is crucial for businesses to meet customer demand, control costs, and optimize cash flow. Here in ride, the type of business is service based. Hence inventory is failed to practice more. This is because no goods to be stored as well as taken as an inventory item.

4.3.2 Transportation management system

From transportation perspective, almost all of the respondents replied in the questionnaire that moderately good logistics performance is adopted in RIDE Technology, Ethiopia. Active and fast customer service and reliable transportation with technology based inventory and mobile application that

stores data and user customer profile, which replaces a physical warehouse. The transportation practices of RIDE satisfy customers by delivering safely scores with 3.72. The transportation of the RIDE applying clear departure and arrival place time and all information scored with 4 and the transportation vehicles of Ride are Modern new and Risk free is with 4.31. This implies that transportation has a significant role in the logistics performance.

4.3.3 Warehouse Service Management

Respondents replied that the Ride-sharing companies effectively manage the availability of drivers in different geographical locations to meet passenger demand, has a score value of 4 and Ride-sharing companies ensure that a sufficient number of different vehicle types (e.g., sedans, SUVs) are available in various locations to meet passenger preferences, and Ride-sharing companies strategically position drivers during peak hours to minimize passenger wait times and optimize ride fulfillment. with the score of 4.05 and 3.98. This indicates that ride technology is best performing on using mobile applications and it used as the Digital warehousing.

Questions in this section are to the point how the digital warehousing or application is being applicable; therefore the result shows the interaction of customers to the system and the ease of using application. The gross mean value is 3.97 and positive/ significant

4.5 Logistics Performance

	Descriptive Statistics		
	Indicators, N=58	Mean	Std. Deviation
Quality Measure	Rides are consistently completed on time and within the timeframe estimated by the ride-sharing app.	3.91	.960
	The ride-technology provides clear and accurate information about traffic conditions, which helps ensure efficient routing for drivers.	3.91	1.159
	When using a ride-sharing service, I feel confident that my ride will be completed safely and without any disruptions.	3.98	.982

Productivity Measure	Rides are matched with drivers quickly and efficiently, minimizing wait times for both riders and drivers.	3.95	.963
	The ride-sharing app optimizes routes to minimize travel time and distance for both drivers and passengers.	4.19	.868
	The ride-sharing company manages its driver network effectively, ensuring a sufficient number of drivers are available during peak demand periods.	4.00	.838
Financial Measure	The fares charged by the ride-sharing company seem fair and reasonable considering the travel distance, time, and overall service experience.	3.95	.887
	The ride-sharing company offers competitive incentives and programs that make it financially rewarding for drivers to operate on their platform.	3.83	.901
	Overall, the ride-sharing service provides good value for money, considering the cost of the ride compared to other transportation options.	3.66	1.001
Cycle Time Measure	The overall ride experience, from requesting a ride to completing the trip, feels efficient and minimizes unnecessary waiting times.	3.91	.960
	The ride-sharing app provides accurate estimates for how long it will take to find a driver and complete the ride.	3.98	.982
	I am satisfied with the average time it takes to complete a ride using the ride-sharing service.	3.95	.963
	Grand Mean	**3.94**	

Table 4 Logistics performance of ride technology

4.4.1 Financial Measures

The likert scale financial questions indicate the financial status and appraisals of ride technology.

The question ride works with fair price was answered with mean of 3.95. The question, ride gives reward and incentives highly agreed with score value of 3.83 and ride has improved system to manage

its financial management and ride gives value for money with mean value of 3.66

As per the result, Ride has a financial freedom to perform activities and respondents are verified sophisticated financial instruments are entertained in the company. The gross mean is 3.81.

4.4.2 Quality Measurement

The order entry is exactly as customer requirement is with mean 3.91 and the employees who serve the customer have enough knowledge with mean value of 3.86 and we offer high quality Service to our customer regarding safety is 3.98

Positive and significantly quality is seems great and significant in the company. The gross mean is 3.93

4.4.3 Cycle time Measurement

Cycle time is the routine cycle that takes a given time to accomplish a single order. In ride technology the opened order and Time to solve customer complaints is short has a 3.79 and Customer's order processing time is short with 4.07 then The time it takes between you place your order with your driver and order is received at your customers designated location 3.97. Finally cycle time is with mean value of 3.94.

4.4.4 Productivity Measure

Rides are matched with drivers quickly and efficiently, minimizing wait times for both riders and drivers with mean 3.95 and ride-sharing app optimizes routes to minimize travel time and distance for both drivers and passengers answered with mean 4.19. Ride-sharing company manages its driver network effectively; ensuring a sufficient number of drivers are available during peak demand periods is with mean 4

Ride Technology invents new operations frequently and ride is developing strategies to acquire new system and advancing to customer service. Total average mean is 4.04. This indicates that productivity measure is highly practiced in ride technology.

4.5 Challenges of Logistics Practice

	Descriptive Statistics		
	Indicators, N=58	Mean	Std. Deviation
Infrastructural	Limited Internet Connectivity and Inadequate GPS	3.7	.969

Bottlenecks challenge	Coverage is a challenge	9	
	Lack of Dedicated Infrastructure is a challenge	3.93	.896
	Poor Road Conditions, Limited Parking Availability is a challenge	3.86	.907
Lack of Government support & Policies challenge	There is regulatory Uncertainty such as Unclear Regulations and Uneven Regulatory Landscape:	3.66	1.001
	There is Limited Infrastructure Investment/ Inadequate Investment legal framework,	3.86	.945
	There is Inequitable Regulatory Fees	3.98	.783
Lack of Efficient Technical System challenge	There is System Outages and Downtime like Disruptions in Service and Inefficient Resource Allocation	3.79	.894
	There is Data Security Concerns like Privacy Breaches and Data Accuracy Issues	4.07	.971
	There is Scalability Issues related System Overload and Integration Challenges	3.97	.991
Lack of appropriate performance metrics challenge	There is focus on the wrong aspects such as simple metrics oversimplification and misaligned goals	3.93	.915
	There is difficulty in benchmarking in terms of industry standardization issues and	3.86	.926
	There is difficulty in benchmarking in terms of limited data sharing	3.66	1.001
	Grand Mean	**3.86**	

Table 5Challenges of Logistics Practice

4.5.1 Infrastructural Bottlenecks Challenge

Respondents said and rate limited Internet Connectivity and Inadequate GPS Coverage is a challenge

with mean value 3.79 and Lack of Dedicated Infrastructure is a challenge is with 3.93 mean. Lastly Poor Road Conditions, Limited Parking Availability is a challenge is positive with3.86 mean value. It leads the researcher to conclude that infrastructural bottle neck affects the ride logistics service highly.

4.5.2 Lack of Government Support and Policy Challenges

This study reveals that government involvement has a big role in the logistics practice and performance of ride technology, from questionnaires, there is regulatory Uncertainty such as Unclear Regulations and Uneven Regulatory Landscape scored 3.66. There is Limited Infrastructure Investment/ Inadequate Investment legal framework 3.86, and there is Inequitable Regulatory Fees 3.98. Hence government support and policy impacted the ride technology performance highly.

4.5.3 Lack of Efficient Technical system Challenge

Research indicates that efficient technical system affects the technology. From the distributed questionnaires: there is System Outages and Downtime like Disruptions in Service and Inefficient Resource Allocation with mean 3.79 and, there is Data Security Concerns like Privacy Breaches and Data Accuracy Issues with mean 4.07. Finally the last question there is Scalability Issues related System Overload and Integration Challenges is answered with mean score value of 3.97. Generally the ride technology is affected highly by technical efficiency challenges.

4.5.4 Lack of appropriate Performance Metrics Challenges

Mostly companies are failed from the performance measurement metrics; here in ride also the researcher noticed some results after the questionnaire: there is focus on the wrong aspects such as simple metrics oversimplification and misaligned goals 3.93 mean, there is difficulty in benchmarking in terms of industry standardization issues with mean 3.86 and the final one was there is difficulty in benchmarking in terms of limited data sharing answered with 3.66

4.6 Regression Analysis

Multiple linear regression (MLR), also known simply as multiple regression, is a statistical technique that uses several explanatory variables to predict the outcome of a response variable. Multiple regressions are an extension of linear (OLS) regression that uses just one explanatory variable. Hence, to determine the statistical viability of the variables, after checking for the assumptions, a multiple

regression was run.

4.6.1 Multiple Regression Analysis

Assumption 1: Continuity: *Continuous level variables* means since all the variables are aggregated to their mean; they are in a continuous format.

Assumption 2: Linearity among variables

There should be a linear relationship between the two variables. The scattered dot plot indicated that there is a linear relationship between variables. The term "linearity" refers to the straight-line representation of the correlation between two variables. It is critical to understand the degree of association between variables while analyzing data. In order to spot any deviations that can have an impact on the correlation, it is crucial to look at the relationships between the variables. In statistics, P-P plot, scatter plot and Pearson's correlations used to determine linearity (Francis, 2019). Figure 2 of the information below indicates that the assumption was true for this study, as shown by the Normal plot.

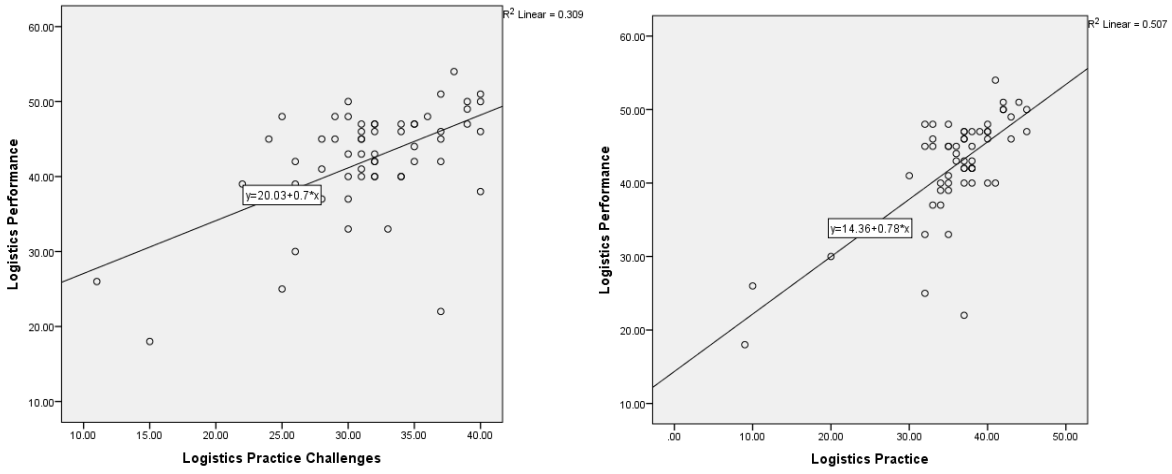


Figure 2 Linearity

Assumption 3: Normality

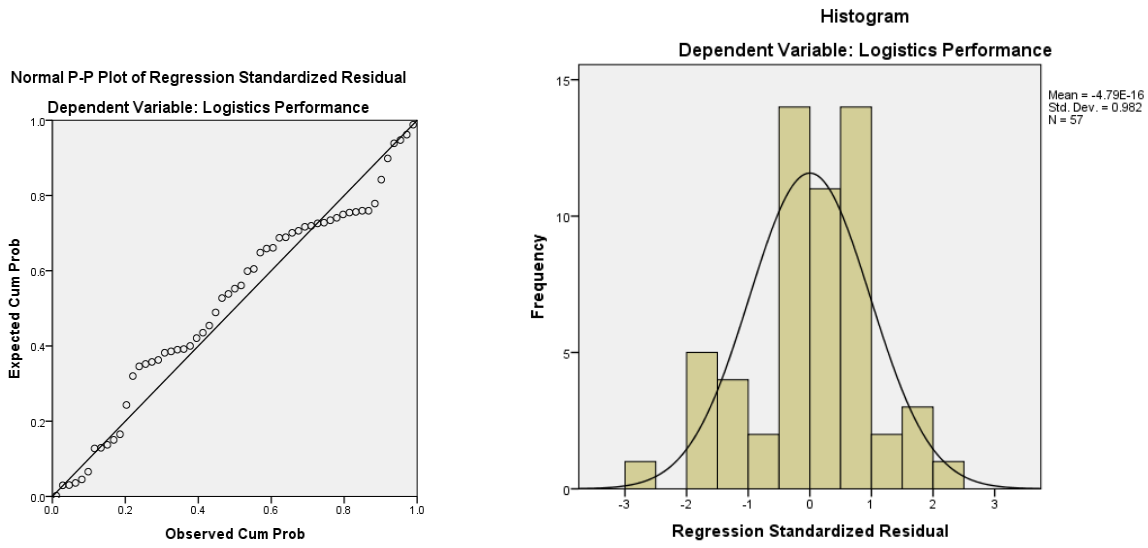


Figure 3 Normality Test

As indicated on Figure above the residuals are normally distributed because the plotted residuals are fairly distributed around the diagonal straight line. Regression assumes that variables have normal distributions. Whenever there is no normal distribution or whenever there is a considerable number which are out of lines, it indicates an unclear relationship between variables.

Assumption 4: Homoscedasticity

The most common assumption is that the homoscedasticity errors have a known, constrained variance that is constant across all levels of the predictor variables. In the homoscedasticity test points are scattered, it indicates errors are not accumulated at one point.

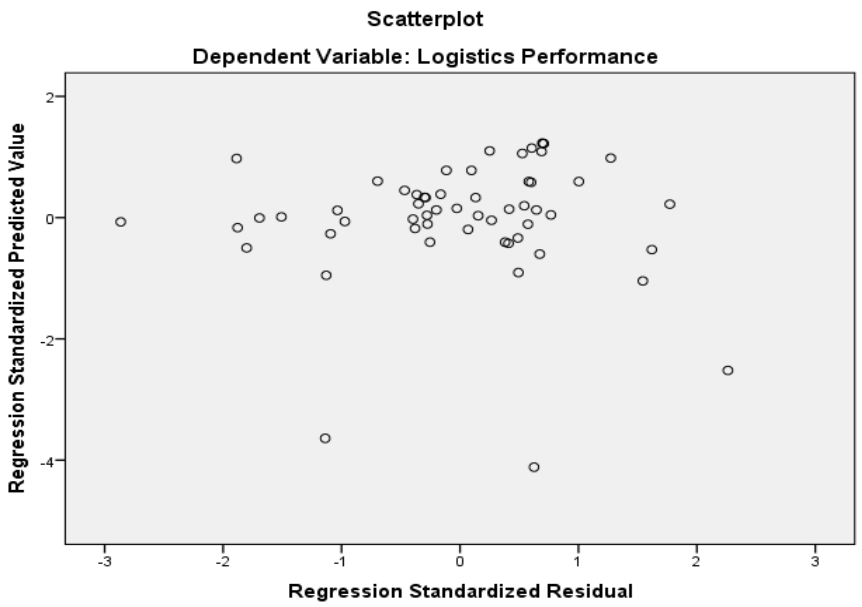


Figure 4 Homoscedasticity

Assumption 5: Multi Colinearity test

multicollinearity, which refers to a relationship between more than two predictor variables, is the presence of correlation between the predictors. When multicollinarity VIF is above ten it indicates the variables has multicollinarity, in this research its value of VIF is about 3.05 with corresponding significance practice equals 0.00 (the practice has high relation with the performance)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.714	4.075		1.893	.064		
	Logistics practice	.624	.101	.802	6.177	.000	.333	3.005
	Logistics Challenge	.046	.150	.040	.305	.762	.333	3.005

a. Dependent Variable: Logistics Performance

Assumption 6: Durbin Watson

The Dublin Watson value should be between 1-4, here in this case it is in the middle with a value of 1.651. This shows better result

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.835[a]	.697	.686	4.73397	1.651

a. Predictors: (Constant), Logistics Challenge, Logistics practice

b. Dependent Variable: Logistics Performance

Table 6 *Durbin Watson*

4.6.2 Regression Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2782.674	2	1391.337	62.084	.000[b]
	Residual	1210.168	54	22.411		
	Total	3992.842	56			

a. Dependent Variable: Logistics Performance

b. Predictors: (Constant), Logistics Challenge, Logistics practice

Table 7 *Anova*

The ANOVA illustrates whether the model can predict organizational performance using the independent variables. The ANOVA test shows that the regression model has a significant impact on operational performance since the p-value (0.000) is less than 0.05 (0.000) *With* F value=62.084

Regression Result

Figure 8 Regression Coefficient: The role of Logistics Practice on Logistic performance

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.580	3.418		2.218	.031		
	Inventory Management	1.164	.437	.331	2.662	.010	.334	2.990
	Supply Management	.038	.662	.011	.058	.954	.153	6.522
	Transport Management	.941	.488	.263	1.928	.059	.278	3.595
	Wrehouse Management	1.150	.790	.318	1.455	.152	.108	9.240
a. Dependent Variable: Logistics Performance								

Figure 9 Regression Coefficient: Factors affecting Logistic performance

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	13.625	5.864		2.323	.024		
	Infrastructural bottle neck challenge	.842	.556	.236	1.515	.136	.381	2.624
	Lack of Government support & Policies challenge	.894	.565	.257	1.581	.120	.348	2.875

	Lack of Efficient Technical System challenge	1.240	.430	.348	2.885	.006	.632	1.583
	Lack of appropriate performance metrics challenge	-.097	.479	-.023	-.203	.840	.732	1.366
a. Dependent Variable: Logistics Performance								

From the above diagram we can conclude that. There is no collinarrity problem because VIF is not more than 10 and the tolerance coefficient is at least 10 percent and above.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

This chapter presents the summary of the study findings, conclusions and recommendations drawn from the study findings based on the research objectives.

This study tried to address the Logistics performance. In the research census method (purposive sampling) was been applied to for sample size of 65 higher level managers, middle Level managers and experts in the companies. Data were collected with 11% attrition rate, with 94.4% of the respondents literacy level is bachelor degree and above. 86.5% respondents are experienced for more than 2 years in the field/study area. Respondents were asked to answer three sections that are how the logistics practice, logistics performance, and logistics challenges and what are the measurements that could exactly show logistics performance.

The data analysis tells that Logistics practices (Inventory, supply Management, warehouse management and Transportation) all are best performed can be an indication of logistics performance measures. Followed by Transportation practice inventory is the most impactful practice that could be more focused in the company. Thirdly the role of warehouse management is not negligible in the performance measurement. Financial, productivity, quality focus and cycle time are the main performance indicators among the logistics performance. From some of the challenges infrastructural bottleneck, lack of governmental support as well as their policies, are highly affecting the technology, followed by lack of efficient technical system and lack of appropriate performance measures.

To identify the relation and effect of variables over the other, correlation and regression test were analyzed. Different regression assumptions, linearity, homoscedasticity anova and durbin tests are checked. The result reveals that practices are sound to the logistics performance of the Ethiopian ride technology. Analysis indicates that all the practices in the study positively impacted the logistics performance. This leads the researcher to conclude focusing on the practices studied enable to decision making and other dramatic changes related to the performance of Ride technology.

5.2 Recommendation

Recommendations are sated as a result of conclusions reached in this study, the researcher has pointed out the following recommendations to be considered and applied as required in order to maximize the Logistics performance benefits that can be gained from strategic sourcing best practices.

This research focused on some limited variables to study practice, challenge and performance of logistics in the ride technology, Ethiopia. But I hardly recommended that there will be somehow other very crucial variables not seen in this paper. Like Customer handling, branding, reputation.

The keyword that holds the answer to all of these questions is customers. Successful companies that grow quickly and sustain this growth follow a logistics process that has been specifically designed to meet all of their customers. As we all know maintaining existing customer and getting the new ones is a model for any business.

RIDE technology is also a business. Therefore keeping customer is a crucial thing in the transport sector business. As a result transportation logistics performance is affected by customer management. By considering this reality the researcher targets customer as a measuring tool for logistics performance.

Since job becomes circulated and repeated experience employee should be kept. This could bring speed and fast response to customers question and order.

Lastly keeping advanced technology is important for the ride technology, a positive relation can create best performance to the technology and the reverse is true for weak logistics performing firms.

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Annex

Addis Ababa University

College of Business and Economics

School of Commerce

Department of Logistics and Supply Chain Management

Dear Sir/Madam

Acknowledgement to the respondent:

Without your diligent assistance in completing this questionnaire, the research could not have been carried out. Please accept my sincere gratitude.

I am Eyob Worku, student from Addis Ababa University, college of Business and Economics: School of commerce. Currently I am carrying out research in partial fulfillment of requirements for the award of a master's degree in Logistics and supply chain management.

This survey intended to gather information on Logistics practice and challenges with particular reference to in the Ride Technology. The level of the study is to ascertain the degree to which your company has embraced Logistics Practice and what challenges you face with it. Information obtained from this study will be used only for academic purpose and will be handed in most secured and confidential way. Dear respondent your participation is voluntary, and I can guarantee that the data we collect will be kept private and anonymous. Your involvement will be greatly valued.

Name: Eyob Worku

Tel: +251944312868

SECTION 1: Respondents Demographic Profile

The following questions are about the respondent‘s profile in the organization. Kindly indicate the appropriate characteristics of the respondent profile using √

1. Age

□ below 18 years □ 18-25years □ 26-35years □36-45years □ 46years and above

2. Educational background

□ Diploma and below □ Bachelor Degree □ Master‘s degree and above

3. Work experience

□ Below 2 years □ 2-5 years □ 6-10 years

SECTION 2: RIDE TECHNOLOGY

The following questions are about the existence of Logistics Practices and challenge in your organization. Please indicate the level of your agreement or disagreement using **(√)** on the following statements based on your experience in your company on the following supply chain practices. (1=strongly disagree, 2=Disagree 3=Neutral 4= Agree 5= strongly agree)

S.No	**Logistics Management Practices of ride technology**	**Scale**				
A)	***Customer response management practices* of ride technology**	**1**	**2**	**3**	**4**	**5**
1	Ride-technology effectively address my complaints and concerns about rides.					
2	Ride-technology provide clear and easy-to-use channels for me to provide feedback about my ride experience					
3	**I feel confident that ride-technology takes my feedback into account when improving their services.**					
B)	***Inventory management practices* of ride technology**	**1**	**2**	**3**	**4**	**5**
4	Ride-technology **consistently have enough drivers available when I need a ride.**					

5	Ride-technology efficiently match me with drivers in a timely manner.					
6	Ride prices offered by Ride-technology seem fair based on driver availability and demand					
C)	***Supply management practices* of ride technology**	**1**	**2**	**3**	**4**	**5**
7	Ride-technology **offer attractive incentives and programs that make me want to drive for them.**					
8	The onboarding process for becoming a driver with Ride-technology is clear, informative, and easy to complete.					
9	Ride-technology provide ongoing support and resources that help me succeed as a driver					
D)	***Transport management practices* of ride technology**	**1**	**2**	**3**	**4**	**5**
10	Ride-sharing companies offer efficient routing options that minimize travel time for both drivers and passengers.					
11	**The ride-sharing app provides clear and accurate information about pick-up times, arrival times, and traffic conditions**					
12	**Ride-sharing companies offer a variety of vehicle options (e.g., sedans, SUVs, eco-friendly) to meet different passenger needs.**					
E)	***Warehouse management practices* of ride technology**	**1**	**2**	**3**	**4**	**5**
13	**Ride-sharing companies effectively manage the availability of drivers in different geographical locations to meet passenger demand.**					
14	**Ride-sharing companies ensure that a sufficient number of different vehicle types (e.g., sedans, SUVs) are available in various locations to meet passenger preferences.**					
15	**Ride-sharing companies strategically position drivers during peak hours to minimize passenger wait times and optimize ride fulfillment.**					
II)	**Challenges of Logistics Management practice of ride technology**	**Scale**				
A)	**Infrastructural Bottlenecks challenge**	**1**	**2**	**3**	**4**	**5**

16	Limited Internet Connectivity and **Inadequate GPS Coverage is a challenge**					
17	Lack of Dedicated Infrastructure **is a challenge**					
18	**Poor Road Conditions, Limited Parking Availability is a challenge**					
B)	**Lack of Government support & Policies challenge**	**1**	**2**	**3**	**4**	**5**
19	There is regulatory Uncertainty such as Unclear Regulations and Uneven Regulatory Landscape:					
20	There is Limited Infrastructure Investment/ Inadequate Investment legal framework,					
21	There is Inequitable Regulatory Fees					
C)	**Lack of Efficient Technical System challenge**	**1**	**2**	**3**	**4**	**5**
22	There is System Outages and Downtime like Disruptions in Service and Inefficient Resource Allocation					
23	There is Data Security Concerns like Privacy Breaches and Data Accuracy Issues					
24	There is Scalability Issues related System Overload and Integration Challenges					
D)	**Lack of appropriate performance metrics challenge**	**1**	**2**	**3**	**4**	**5**
25	There is focus on the wrong aspects such as simple metrics oversimplification and misaligned goals					
26	There is difficulty in benchmarking in terms of industry standardization issues and					
27	There is difficulty in benchmarking in terms of limited data sharing					
III)	**Logistic performance of ride technology**	**Scale**				
A)	**Quality measures of logistics performance**	**1**	**2**	**3**	**4**	**5**
28	Rides are consistently completed on time and within the timeframe estimated by the ride-sharing app.					
29	The ride-technology provides clear and accurate information about traffic conditions, which helps ensure efficient routing for drivers.					

30	When using a ride-sharing service, I feel confident that my ride will be completed safely and without any disruptions.					
B)	**Productivity measures of logistics performance**	**1**	**2**	**3**	**4**	**5**
31	Rides are matched with drivers quickly and efficiently, minimizing wait times for both riders and drivers.					
32	The ride-sharing app optimizes routes to minimize travel time and distance for both drivers and passengers.					
33	The ride-sharing company manages its driver network effectively, ensuring a sufficient number of drivers are available during peak demand periods.					
C)	**Financial measures of logistics performance**	**1**	**2**	**3**	**4**	**5**
34	The fares charged by the ride-sharing company seem fair and reasonable considering the travel distance, time, and overall service experience.					
35	The ride-sharing company offers competitive incentives and programs that make it financially rewarding for drivers to operate on their platform.					
36	Overall, the ride-sharing service provides good value for money, considering the cost of the ride compared to other transportation options.					
D)	**Cycle time measures of logistics performance**	**1**	**2**	**3**	**4**	**5**
37	The overall ride experience, from requesting a ride to completing the trip, feels efficient and minimizes unnecessary waiting times.					
38	The ride-sharing app provides accurate estimates for how long it will take to find a driver and complete the ride.					
39	I am satisfied with the average time it takes to complete a ride using the ride-sharing service.					

Thank you