TECHNOLOGY ENABLED REVERSE LOGISTICS AS A MEANS OF REDUCING LPG DISTRIBUTION COST: THE CASE OF A LPG SUPPLIER IN SRI LANKA

M. P. N. S. Pathirana

(179216E)

Thesis/Dissertation submitted in partial fulfillment of the requirements for the degree

MBA in Supply Chain Management

Department of Transport and Logistics Management

University of Moratuwa Sri Lanka

April 2019

Declaration page of the candidate & supervisor

Candidate declaration

"I declare that this is my own work and this thesis/dissertation does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

Also, I hereby grant to University of Moratuwa the non-exclusive right to reproduce and distribute my thesis/dissertation, in whole or in part in print, electronic or other medium. I retain the right to use this content in whole or part in future works (such as articles or books).

| Signature: | Date: |
|--|----------------------------|
| | |
| Supervisor/s declaration | |
| The above candidate has carried out research for the | Masters/ MPhil/ PhD thesis |
| Dissertation under my supervision. | |
| Name of the supervisor: | |
| Signature of the supervisor: | Date: |

Abstract

In the context of business industry; globalisation, innovation of technology and severe competition have been playing pivotal roles in reshaping its theories and practice for the last few decades. Presently the competition is there among players who control effective and efficient supply chains even though big or small which is not totally depends on the size or establishment of the company as before. This is very important for any product supplier because some companies are focusing on its forward supply chain while several companies focus on both forward and reverse supply chains as its product characteristics.

This research primarily focuses on comparative study of a typical reverse logistics problem of refilling of LPG cylinders in Colombo areas based on the LPG distribution process of a leading LPG supplier (ABC Company). And secondly the study focuses on potential suggestions that could be useful to reduce the cost of cylinder distribution/ collection process in long term via implementing technology enabled cylinder distributional process. Accordingly, this research investigates most influential cost factors in cylinder distribution, its technology usage, potential technology features to be implemented and issues in current distribution system as well. Thus, a physical survey was conducted for a period of 15 days focusing on 30 employees covering 6 employees from each department in ABC Company to get primary data. Stratified sampling technique was used for data collection due to varieties among employee viewpoints in each department regarding cylinder distribution process.

Finally, possible cost reduction strategies via technological enhancements are proposed to manage cylinder distribution process. And its execution on cost minimisation, dependability and flexibility management has also discussed as well.

Key Words: Reverse Logistics, Distribution and Collection, Technological Enhancements, LPG

Acknowledgement

I would like to thank my research supervisor Mr. Nishal Samarasekera who guided me and directed me to make this research success. He always showed me the right way and give guide lines to achieve this target. His support and guidance led me to make this task a reality. I would like to thank Mr. Kumara (who works at ABC Company) for his guidance, patience, words of encouragement, invaluable guidance and suggestions through the entire process.

I would like to thank specially following individuals, who helped me, encouraged me and supported me to be successful in objectives of this research and also my friends and all the staff of University of Moratuwa. Then I would like to take this opportunity to thank University of Moratuwa and Faculty of Engineering to provide us better facilities and friendly educational background to make this task a success.

I should offer my gratitude all the respondents of the questionnaire survey of my research for answering the research questionnaire patiently during the data collection phase. Without their contribution, this research study would not have been a success.

Finally my special thanks go to my parents and company currently I'm working.

Table of contents

| Declaration page of the candidate & supervisor | 11 |
|--|------|
| Abstract | iii |
| Acknowledgement | iv |
| Table of contents | v |
| List of figures | viii |
| List of tables | ix |
| List of abbreviations | X |
| 1. INTRODUCTION | 1 |
| 1.1 Background of the research | 1 |
| 1.2 Problem statement | 2 |
| 1.3 Significance of the study | 3 |
| 2. LITERATURE REVIEW | 5 |
| 2.1 Introduction | 5 |
| 2.2 Reverse logistics industry | 6 |
| 2.2.1 Types of Reverse Logistics | 7 |
| 2.3 Barrier of reverse logistics activities | 8 |
| 2.4 General LPG distribution methods | 9 |
| 2.5 Technology enabled reverse logistics processes | 11 |
| 2.6 Associated pros and cons in technology oriented LPG distribution | 16 |
| 2.7 Future technologies that can support reverse logistics | 18 |
| 3. RESEARCH METHODOLOGY | 19 |
| 3.1 Defining research methodology | 19 |
| 3.2 Research approaches | 19 |
| 3.3 Research methods | 20 |

| | 3.4 Research strategy | 20 |
|---|--|----|
| | 3.5 Conceptual framework | 20 |
| | 3.6 Sample design | 21 |
| | 3.6.1 Target population | 21 |
| | 3.6.2 Sample | 21 |
| | 3.7 Data collection | 21 |
| | 3.7.1 Data collection techniques | 21 |
| | 3.7.2 Primary data set | 22 |
| | 3.7.2.1 Questionnaire design | 22 |
| | 3.7.2.2 Questionnaire measurements | 23 |
| | 3.7.3 Secondary data | 23 |
| | 3.7.4 Justification of the sampling approach | 23 |
| | 3.8 Ethical consideration | 24 |
| | 3.9 Limitations | 24 |
| | 3.10 Statistical methods of data analysis | 24 |
| | 3.10.1 Validity, reliability and factor analysis | 25 |
| | 3.10.2 Chi-square test of independence | 25 |
| 4 | . RESEARCH ANALYSIS | 26 |
| | 4.0 Introduction | 26 |
| | 4.1 Descriptive Analysis | 26 |
| | 4.2 Hypothesis Analysis | 34 |
| | 4.3 Factor Analysis | 36 |
| | 4.4 ROI Analysis on RFID Implementation | 37 |
| 5 | . CONCLUSION AND RECOMMENDATION | 39 |
| | 5.1 Conclusion and Recommendations | 39 |
| | 5.2 Limitations of the Research | 41 |

| 5.3 Future Research Areas | 41 |
|---------------------------|----|
| REFERENCES | 42 |
| APPENDICES | 45 |
| Appendix 1: Questionnaire | 45 |

List of figures

| Figure | | Figure No |
|-------------|--|-----------|
| Figure 2.1 | LPG Distribution Network | 10 |
| Figure 2.2 | LPG Cylinder Forward and Reverse Logistics Flow | 10 |
| Figure 3.1 | Conceptual Framework | 20 |
| Figure 4.1 | No of Respondents | 27 |
| Figure 4.2 | Degree of RL Practices Usage | 27 |
| Figure 4.3 | Easiness of Cylinder Distribution Process | 28 |
| Figure 4.4 | Mostly Issues Rising Areas | 28 |
| Figure 4.5 | Cylinder Distribution Methods | 29 |
| Figure 4.6 | Communication Methods Use | 30 |
| Figure 4.7 | Data Format in Analysis | 31 |
| Figure 4.8 | Degree of IT Tools Utilisation in Cylinder RL | 32 |
| | Management | |
| Figure 4.9 | Likeliness of Additional Functions to be implemented | 33 |
| | in RL Management Process | |
| Figure 4.10 | Overall Likeliness to Implement Sophisticated IT | 34 |
| | System for real-time monitoring of cylinder stocks and | |
| | its movements | |

List of tables

| Table | | Table No |
|-----------|---|----------|
| Table 2.1 | Types of reverse logistics | 7 |
| Table 2.2 | Barriers of reverse logistics | 8 |
| Table 3.1 | Measurement Types of Questions | 23 |
| Table 4.1 | Demographics of Respondents | 26 |
| Table 4.2 | Hypothesis Test | 34 |
| Table 4.3 | One-Sample Test for Additional Technological Features | 35 |
| | for Cylinder Operations | |
| Table 4.4 | Reliability Statistics | 36 |
| Table 4.5 | Total Variance Explained Values | 36 |

List of abbreviations

EDI – Electronic Data Interchange

ESM – Electronic Security Marker

KMO – Kaiser Meyer Olkin

LPG – Liquid Petroleum Gas

RFID – Radio Frequency Identification

RL – Reverse Logistics

ROI – Return On Investment

SCM – Supply Chain Management