

**Midocean University**

**College of Management**

**Department of Business Administration**



**Research Title:**

**The Impact of Effective Practices in Cold Storage Project  
Management on the Performance of Logistics Companies: An  
Applied Study on Al-F Jim Logistics Company**

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## **Abstract**

This study aimed to examine the impact of project management practices in cold storage on the performance of logistics companies in Saudi Arabia. Using a quantitative descriptive-analytical approach, data were collected through a structured questionnaire from a sample of 61 participants involved in cold storage operations. The analysis focused on four main practices: planning and scheduling, risk management, stakeholder coordination, and digital technology integration.

The results revealed statistically significant positive relationships between these project management practices and key performance dimensions such as operational speed, product quality, cost reduction, and performance flexibility. Descriptive analysis showed that many participants had relevant experience and represented diverse operational roles, enhancing the reliability of the findings.

The study contributes to bridging the knowledge gap in cold chain logistics by highlighting the importance of structured project management and technological integration. It offers practical insights for logistics firms seeking to enhance performance through better planning, coordination, and digital adoption.

**Keywords:** Cold Storage, Project Management Practices, Logistics Performance and Risk Management.

**Chapter One**  
**General framework of the study**

## **Introduction**

Cold storage and cold chain logistics are essential pillars of the global supply chain, playing a critical role in preserving the integrity of perishable goods such as pharmaceuticals, frozen foods, and biological specimens. These systems rely heavily on specialized infrastructure, including temperature-controlled storage, insulated transport, and real-time monitoring technologies, to maintain quality and ensure compliance with regulatory standards (Mangan & Lalwani, 2016).

With the growing complexity of logistics operations and rising demands for efficiency, sustainability, and cost reduction, maintaining cold chain consistency has become an operational challenge. In response, both academic research and industry practices have increasingly focused on project management strategies tailored to cold storage environments. These include the application of standard operating procedures (SOPs), temperature mapping, real-time data analytics, and intelligent inventory systems as drivers of logistics performance (Zhang & Mohammad, 2024).

Moreover, effective cold storage project management has been linked not only to technical optimization but also to broader outcomes such as environmental sustainability and organizational resilience. Recent studies highlight that improvements in cold chain practices can contribute to reducing food waste, lowering carbon emissions, and enhancing performance metrics like service quality, delivery accuracy, and cost efficiency (Lipwop & Achuora, 2021).

However, despite these theoretical insights, there remains a clear empirical gap. Existing studies often concentrate on specific sectors—like food or healthcare—without fully addressing the broader dimensions of project management, such as stakeholder coordination, infrastructure deployment, and continuous improvement practices within commercial logistics settings (Zhang & Mohammad, 2024).

This study seeks to bridge this gap by investigating how effective cold storage project management practices—including structured SOPs, periodic audits, data-driven decision-making, and advanced inventory controls—affect the performance of logistics companies. Specifically, it aims to measure the impact on operational efficiency, service quality, waste reduction, and cost optimization, thereby offering practical insights and advancing the academic discourse on temperature-controlled logistics.

### **1.1. Study Problem**

Cold storage plays an increasingly vital role in global supply chains by ensuring the preservation of temperature-sensitive products such as food, pharmaceuticals, and biological materials. Effective cold chain management has become essential, incorporating precise temperature control, real-time monitoring, energy efficiency, and data analytics (Zhang et al., 2018).

However, as logistics systems scale up in size and complexity, companies face major operational challenges—including temperature deviations, equipment inefficiencies, and data gaps. These challenges intensify during last-mile delivery, where spoilage risks are highest. This highlights the need for advanced technologies like sensors, automation, predictive maintenance, and traceability tools that can transform cold storage facilities into proactive, performance-oriented assets (Lipwop & Achuora, 2021).

Cold storage facilities serve as crucial nodes in the logistics network, impacting supply chain resilience, customer satisfaction, and cost control. Research has pointed to several performance-influencing factors including network structure, energy optimization, employee competencies, and digital integration from the facility level to the enterprise level (Han et al., 2021).

Despite technological progress, gaps persist in practical implementation. Studies reveal that even when IoT and predictive systems are accessible, many firms

struggle with adoption due to high energy demands, outdated infrastructure, limited digital capabilities, and fragmented internal collaboration. Moreover, technology is often implemented in silos, disconnected from broader project management goals diminishing its potential impact on outcomes like delivery reliability, inventory turnover, spoilage control, and cost efficiency (Zhang & Mohammad, 2024).

Therefore, this study aims to investigate how effective project management practices—encompassing digital integration, cross-functional coordination, staff training, and performance monitoring—can strengthen cold storage operations and, consequently, enhance logistics performance. The study focuses specifically on Al-F Jim Logistics Company, a leading regional player in temperature-controlled supply chains, to explore real-world application and impact.

## **1.2. Study Importance**

### **1.2.1. Theoretical Significance**

- Contributes to enriching the academic literature on the intersection of project management and cold chain logistics.
- Provides in-depth analysis of key management practices, including:
  - Planning and scheduling
  - Risk mitigation
  - Internal communication
  - Performance monitoring
- Enhances modern understanding of how project management influences cold storage efficiency.

- Integrates contemporary project management frameworks to clarify indirect effects such as:
  - Improved team coordination
  - Faster decision-making
  - Increased system responsiveness
- Offers a scientific foundation for future research aiming to improve logistics performance by aligning project execution with cold chain requirements.

### **1.2.2. Practical Significance**

- Offers actionable strategies for logistics companies, particularly those operating in temperature-sensitive sectors to enhance cold storage reliability.
- Helps reduce operational risks through:
  - Improved scheduling
  - Better maintenance practices
  - Precise storage condition control
- This contributes to lowering spoilage rates, minimizing energy waste, and reducing delivery delays.
- Provides Al-F Jim Logistics Company with tailored recommendations to:
  - Strengthen interdepartmental coordination
  - Standardized procedures across storage sites
  - Develop a more agile and responsive operational model
- Supports the company's competitive advantage and promotes sustainable, high-performance logistics operations in a dynamic market environment.

### **1.3. Study Objectives**

#### **1.3.1. Main Objective**

To investigate the impact of effective project management practices in cold storage operations on the overall performance of logistics companies.

#### **1.3.2. Specific Objectives**

**In alignment with the main objective, the study aims to achieve the following specific goals:**

1. To analyze how planning and scheduling practices influence the operational efficiency of cold storage facilities.
2. To examine the effectiveness of risk management in reducing product spoilage and maintaining temperature compliance.
3. To assess the contribution of stakeholder coordination to enhance delivery reliability and customer satisfaction.
4. To evaluate the extent to which the integration of digital technologies within project management supports cost control and efficient resource utilization.
5. To identify key challenges faced by logistics companies in implementing project management practices within cold storage environments.

### **1.4. Study Questions**

#### **1.4.1. Main Research Question**

What is the impact of effective project management practices in cold storage on the performance of logistics companies?

### **1.4.2. Sub-Questions**

1. How do planning and scheduling practices affect the operational efficiency of cold storage facilities?
2. What role does risk management play in minimizing product spoilage and ensuring temperature compliance?
3. To what extent does stakeholder coordination enhance delivery reliability and customer satisfaction in logistics operations?
4. How does the integration of digital technologies within project management contribute to cost control and optimal resource utilization?
5. What are the main challenges logistics companies face in implementing effective project management practices in cold storage operations?

## **1.5. Study Hypotheses**

### **1.5.1. Main Hypothesis**

There is a statistically significant relationship between effective project management practices in cold storage and the overall performance of logistics companies.

### **1.5.2. Sub-Hypotheses**

1. There is a statistically significant relationship between planning and scheduling practices in cold storage operations and the operational efficiency of logistics services.
2. There is a statistically significant relationship between risk management practices in cold storage and the quality and integrity of stored products.
3. There is a statistically significant relationship between stakeholder coordination in cold storage projects and cost reduction in logistics operations.

4. There is a statistically significant relationship between the integration of digital technologies in cold storage project management and performance flexibility.

### **1.6. Scientific theory used to prepare research**

This study is grounded primarily in **Project Management Theory**, which provides a structured framework for understanding how planning, execution, monitoring, and control processes influence project outcomes. Project Management Theory emphasizes the importance of aligning project objectives with organizational goals through systematic practices such as scheduling, risk management, stakeholder coordination, and the integration of digital technologies. These dimensions are particularly relevant in the context of cold storage operations, where maintaining product integrity, operational efficiency, and cost control is crucial.

Additionally, the study is supported by insights from **Systems Theory**, which views an organization as an interconnected set of subsystems working together toward a common objective. In the logistics sector, cold storage facilities function as critical components of a broader supply chain system. Systems Theory helps to explain how enhancements in one operational area—such as cold storage project management—can generate cascading improvements in overall performance, including delivery reliability, inventory turnover, and customer satisfaction.

By integrating Project Management Theory and Systems Theory, the study provides a comprehensive lens through which to examine the strategic role of cold storage practices in enhancing logistics performance. This theoretical foundation supports both the empirical investigation and the interpretation of the relationships between management practices and operational outcomes.

## **1.7. Study Variables**

### **1.7.1. Main Variable**

- **Effective Cold Storage Project Management Practices:**

Referring to the set of managerial practices applied in the management of cold storage projects, including planning, risk management, stakeholder coordination, and digital technology integration.

### **1.7.2. Independent Variables**

These represent the key components of project management practices that are assumed to influence logistics company performance:

#### **1. Planning and Scheduling**

- The degree to which timeframes and resources are effectively organized in cold storage projects.

#### **2. Risk Management**

- The practices aimed at assessing and controlling risks related to temperature fluctuations, spoilage, and disruptions in the cold chain.

#### **3. Stakeholder Coordination**

- The level of coordination and communication among teams and departments involved in cold storage management.

#### **4. Digital Technology Integration**

- The extent of utilizing digital tools such as sensors, real-time analytics, and smart tracking in project execution.

### **1.7.3. Dependent Variables**

These are the performance indicators of logistics companies that are expected to be influenced by the independent variables:

#### **1. Operational Efficiency**

- The speed and accuracy of operations within cold storage environments.

#### **2. Product Quality and Safety**

- The level of product integrity and compliance with temperature and safety standards.

#### **3. Cost Reduction**

- The reduction in operational costs resulted from improved storage practices and minimized waste.

#### **4. Performance Flexibility**

- The company's ability to adapt to changes and respond effectively to operational challenges.

## **1.8. Conceptual Framework of the Study**

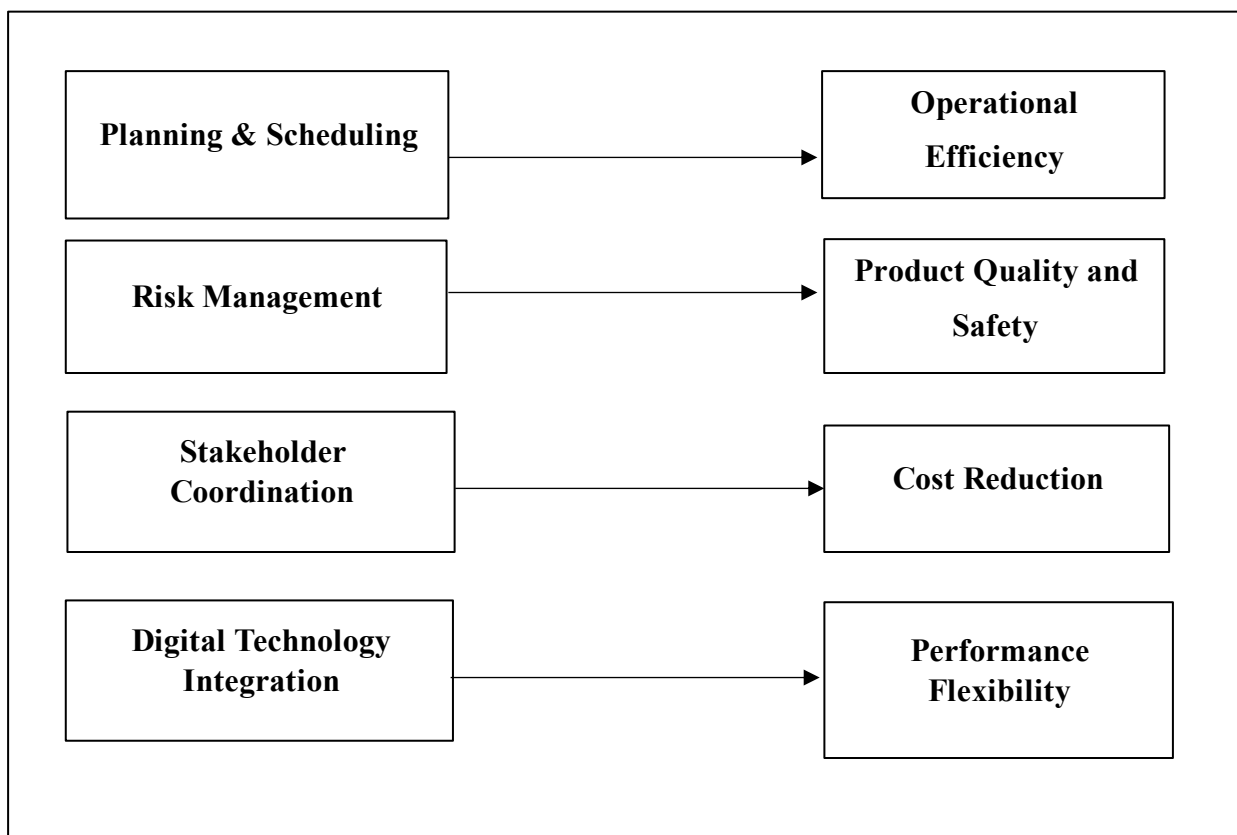
The model illustrates how effective project management practices in cold storage influence various dimensions of logistics company performance.

### **1.8.1. Independent Variables (Project Management Practices):**

- Planning and Scheduling
- Risk Management
- Stakeholder Coordination
- Digital Technology Integration

### 1.8.2. Dependent Variables (Performance Outcomes):

- Operational Efficiency
- Product Quality and Safety
- Cost Reduction
- Performance Flexibility



**Figure1 : Study Variables**

## **Chapter Two: Theoretical Framework and Literature Review**

## **Introduction**

This chapter presents the theoretical foundations and literature relevant to the study. It aims to provide a comprehensive understanding of the key concepts, models, and scholarly perspectives that inform the research on effective project management practices in cold storage and their impact on logistics performance. The chapter begins with an overview of cold storage systems and the growing importance of cold chain logistics in global supply networks. It then explores the principles of project management within the context of cold storage environments, emphasizing practices such as planning, scheduling, risk mitigation, and stakeholder coordination. Furthermore, the chapter discusses key performance indicators commonly used to evaluate logistics efficiency, quality, flexibility, and cost control.

The discussion also integrates the theoretical lenses of Project Management Theory and Systems Theory, both of which offer critical insights into the interaction between management practices and performance outcomes. Finally, the chapter reviews relevant empirical studies, identifies research gaps, and outlines how the current study aims to contribute to the existing body of knowledge.

### **2.1. Previous Studies**

#### **(Chermala et al, 2025)**

The study aimed to identify and analyze key factors affecting the performance of cold chain logistics systems, and the researchers conducted a comprehensive literature review followed by data collection from 380 industry professionals; using exploratory and confirmatory factor analysis along with structural equation modelling (SEM), the study identified five main factors—distribution, warehouse inventory storage, quality, demand, and technology—along with 22 sub-factors that significantly influenced performance.

The findings confirmed the proposed model and demonstrated that these factors had a strong positive impact on cold chain logistics performance, and it recommended further research through real-world case studies to validate these parameters and emphasized the practical value of addressing cold chain performance challenges for industry stakeholders and policymakers, particularly in the Indian context.

**(Girma et al, 2024)**

The study aimed to evaluate the effectiveness of cold chain management and its impact on operational performance in government health centers in Addis Ababa, and the researchers conducted a cross-sectional, facility-based study involving 60 participants across 20 health centers, using logistic indicator tools and structured interviews with key personnel.

The findings revealed that although storage systems, distribution processes, technical capacity, and information systems were generally rated as adequate, the facilities faced serious challenges, including 85% inaccurate inventory records, 55% poor storage practices, and 80% product wastage, and a significant correlation was found between staff experience, educational background, and years of service and their ability to manage cold chain operations effectively, and it concluded that operational inefficiencies could be reduced through targeted interventions such as enhanced staff training, improved infrastructure, standardized procedures, and better inventory control, ultimately strengthening the reliability of cold chain systems in public health institutions.

**(Zhang, & Mohammad, 2024)**

The study aimed to address gaps in sustainable practices within the PFCCL sector through a systematic literature review using the PRISMA framework. The researchers analyzed 80 peer-reviewed articles published between 2010 and 2023 from the Web of Science database, and the study identified key challenges

affecting PFCCL sustainability, including infrastructure limitations, excessive energy consumption, and shortages in skilled labor, and it also highlighted a growing emphasis on decision-making tools and the potential of smart technologies to enhance sustainability, and the authors concluded that more empirical studies, theoretical frameworks, and real-world applications of smart systems are needed to advance sustainable strategies in cold chain logistics, while emphasizing the importance of raising awareness among stakeholders and policymakers about adopting responsible and efficient practices.

**(Tsang et al, 2018)**

The study aimed to develop and implement an intelligent system (IoTRMS) for monitoring both environmental and occupational safety risks in cold chain operations, and the proposed system was designed using three main components: a wireless sensor network for collecting real-time data on temperature, humidity, and lighting; a cloud-based database for managing this data and integrating it with a product quality degradation model; and a fuzzy logic approach for assessing occupational safety risks based on environmental conditions and individual worker health status, and the researchers conducted a comparative analysis with a cold chain service provider to evaluate the system's performance before and after its implementation.

The results demonstrated that the IoTRMS significantly improved the ability to maintain product quality by ensuring that environmental conditions remained within acceptable thresholds across all stages of the cold chain, additionally, the system helped reduce the frequency of cold-related accidents and injuries among workers, enhanced employee safety, and increased operational efficiency and satisfaction, and the study concluded that the integration of IoT technologies with artificial intelligence techniques offers a reliable foundation for effective risk identification and real-time monitoring in cold chain logistics, addressing both product quality and worker safety in a comprehensive manner.

## **2.2. Theoretical framework**

Effective project management in cold storage—covering planning, execution, monitoring, and control—directly influences logistics firms' efficiency, cost control, service quality, and competitiveness, and research shows that integrating advanced project frameworks with technological innovations (IoT, automation, analytics) yields significant performance gains while also surfacing new risks.

### **2.1.1. Project Management Practices in Cold Storage Projects**

Project management in cold storage infrastructure demands a comprehensive, multidimensional approach that addresses both technical and operational complexities inherent in temperature-controlled logistics; the design, construction, and implementation of cold storage facilities present unique challenges not typically found in conventional logistics projects, and these challenges include maintaining strict temperature controls, ensuring uninterrupted power supply, integrating specialized technologies like HVAC systems, and complying with stringent regulatory standards; as a result, effective project management practices become crucial to mitigate risks, control costs, and deliver performance that aligns with business goals (Lipwop & Achuora, 2021).

#### **– Planning and Initiation Phase**

At the core of any successful cold storage project is meticulous planning. The planning phase is not merely about establishing timelines and budgets but involves detailed feasibility studies, site selection analysis, load assessments, and energy modeling, and according to Iyer et al. (2025), a failure to assess environmental and logistical variables—such as ambient temperature, humidity, and proximity to suppliers—can lead to significant performance degradation post-implementation, and best practices in this phase include using simulation tools for layout planning and engaging cross-functional stakeholders early to

define performance specifications, like desired temperature ranges, storage capacity, and throughput.

– **Scope Definition and Design Alignment**

A clear scope definition is essential to prevent scope creep, which can be particularly costly in projects involving expensive refrigeration systems, automation technology, and structural modifications; in cold storage settings, scope must include specifications related to insulation materials, thermal breaks, temperature zoning, backup systems, and energy efficiency targets. Literature recommends using Building Information Modeling (BIM) to create 3D simulations that allow stakeholders to visualize the facility's spatial and functional attributes before construction begins, and project managers who involve operations and maintenance teams in this phase can design systems that are easier to service and more aligned with long-term usage requirements (Zhang et al, 2018).

– **Time and Schedule Management**

Cold storage construction is typically capital-intensive and time-sensitive, especially when linked to perishable goods supply chains; effective schedule management relies on accurate work breakdown structures (WBS), critical path methods (CPM), and earned value management (EVM) to track progress, and a delay in installing refrigeration systems, for example, can cascade into delays in commissioning, testing, and regulatory approval, and project managers in high-performing logistics firms use integrated scheduling software that aligns subcontractor timelines with procurement cycles, thereby reducing idle time and bottlenecks, and lean Construction principles—such as just-in-time delivery of materials—are increasingly used to minimize waste and improve coordination among trades (Babu & Rajyalakshmi, 2024).

### **– Cost Estimation and Financial Control**

Cold storage facilities require high initial capital outlays due to the complexity of mechanical systems, insulation, and backup generators; budget overruns are a common risk when project managers fail to accurately estimate costs for items such as industrial refrigeration, ammonia systems, and customized automation, and effective practices include conducting detailed cost-benefit analyses, benchmarking costs against industry norms, and employing rolling forecasts to update budgets dynamically, research by Ahmad et al (2024) emphasizes the value of life cycle cost analysis in cold storage project planning, highlighting that short-term capital savings can lead to long-term inefficiencies in energy and maintenance costs if corners are cut during design or equipment selection.

### **– Risk Management and Contingency Planning**

Cold storage projects are vulnerable to multiple risks including equipment failure, energy supply interruptions, and regulatory delays, and a proactive risk management plan includes hazard identification, risk scoring, and mitigation strategies built into the project timeline and budget; for instance, dual power supply lines and redundant refrigeration units are standard in high-risk installations, and many logistics companies now incorporate data-driven risk modeling to predict failure points during commissioning; the use of Failure Mode and Effects Analysis (FMEA) and Risk Breakdown Structures (RBS) allows teams to develop structured responses to potential setbacks, including cost overruns or compliance violations (Ding et al, 2023).

### **– Quality Management and Commissioning**

In a temperature-sensitive environment, the definition of quality goes beyond standard ISO practices and extends into food safety, pharmaceutical compliance, and long-term performance sustainability; therefore, quality control procedures must be embedded from procurement to post-construction; these include

inspection of insulation seals, validation of cooling cycles, and load tests under real operating conditions, and the commissioning phase—often overlooked—is critical in cold storage projects, and best practices involve staged testing of systems, simulation of emergency conditions, and trial operations before handover; ISO 22000 and HACCP-based protocols are often used to ensure that the cold storage meets international quality and safety standards (Lipwop & Achuora, 2021).

#### **– Communication and Stakeholder Engagement**

Clear and continuous communication among all stakeholders is fundamental for project success, and the cold storage domain often involves collaboration between contractors, logistics managers, IT systems integrators, compliance officers, and end users. Successful projects use stakeholder mapping to ensure timely updates and feedback loops, employing digital tools like dashboards, collaborative platforms, and real-time reporting. Effective communication reduces the likelihood of misaligned expectations, design errors, and project delays, and literature also supports the use of Integrated Project Delivery (IPD) frameworks in cold storage settings, promoting transparency and shared risk/reward mechanisms (Zhang et al, 2018).

#### **– Sustainability and Regulatory Compliance Integration**

Modern project management frameworks emphasize embedding sustainability goals and regulatory compliance into the project lifecycle rather than treating them as afterthoughts. In cold storage, this may involve selecting refrigerants with low Global Warming Potential (GWP), designing for solar panel integration, or employing energy recovery ventilation systems. Regulatory compliance is non-negotiable—whether related to food safety (e.g., FDA, FSSAI), pharmaceuticals (e.g., WHO-GDP), or environmental standards (e.g., LEED, ISO 14001); project managers are increasingly using compliance management software that tracks

milestones and audits across multiple jurisdictions, ensuring that certification processes are embedded within the implementation schedule (Ding et al, 2023).

### **2.1.2. Cold Storage Technologies & Integration**

Technology plays a critical role in cold storage operations, enabling reliability, traceability, efficiency, and compliance; for logistics companies, integrating these technologies during the project phase—not as an afterthought—is essential for ensuring temperature control, minimizing spoilage, and boosting performance:

- **IoT and Environmental Monitoring**

IoT-based monitoring systems are foundational to modern cold storage. Smart sensors continuously track temperature, humidity, and air quality, triggering alerts or system adjustments as needed, and cloud connectivity allows managers to access data remotely and act proactively; for integration to be effective, sensor networks must be planned alongside structural elements like airflow design and refrigeration layout (Babu & Rajyalakshmi, 2024).

- **RFID and Product Traceability**

RFID and GPS technologies enhance real-time visibility of inventory movement and condition; they are vital for industries handling perishables or pharmaceuticals, where compliance and traceability are non-negotiable, and integration into broader systems—like warehouse and transport management platforms—should be planned early to avoid data silos and compatibility issues (Zhang & Mohammad, 2024).

- **Automation and Robotics**

Automated storage and retrieval systems (ASRS), conveyors, and robotic palletizers improve efficiency while reducing human exposure to harsh conditions; however, automation must be paired with safety systems, trained personnel, and maintenance schedules, and project managers must coordinate

across construction, IT, and operations to align automation with building design and process flows (Ahmad et al 2024).

- **Data Systems and Predictive Analytics**

Collected data—from sensors, RFID, and operations—should feed into analytics platforms that support decision-making; predictive tools can forecast equipment failure or inventory risks, helping reduce downtime, and centralized systems like SCADA offer unified monitoring and control; however, projects must ensure cybersecurity, user training, and system scalability to realize full benefits (Zhang et al, 2018).

- **Integration Challenges**

Despite the benefits, integrating multiple systems can be complex. Poor coordination, underinvestment, or lack of compliance planning can undermine effectiveness, and best practices include phased integration, stakeholder engagement, and post-implementation support; a clear plan for validation, updates, and user training is key to sustained performance (Lipwop & Achuora, 2021).

### **2.1.3. Operational & Financial Performance Effects**

Cold storage project management has a direct impact on both operational efficiency and financial performance in logistics, and well-executed projects reduce spoilage, improve service quality, cut energy use, and support profitability:

- **Cost Optimization and Inventory Efficiency**

Proper project planning helps logistics firms avoid underutilization, reduce waste, and manage storage costs more effectively, and when technologies like IoT and automation are integrated early, firms see improved inventory accuracy, faster turnover, and lower labor expenses (Han et al, 2021).

Design decisions during the project phase—like insulation quality, airflow layout, and energy system choice—also influence long-term costs, and facilities that use lifecycle cost analysis (LCCA) during planning typically spend less over time, avoiding the pitfalls of low-cost, high-maintenance systems (Ilma, 2021).

#### – **Service Quality and Delivery Performance**

Cold storage systems directly affect service metrics like order accuracy and delivery speed. Poorly designed facilities risk product spoilage and late shipments, while integrated systems help maintain temperature control and reduce rejected deliveries (Wen et al, 2019).

High-performing projects also ensure that storage conditions are aligned with outbound logistics, supporting better fill rates and shorter lead times; this strengthens customer satisfaction and supply chain reliability (Ilma, 2021).

#### – **Sustainability and Environmental Efficiency**

Cold storage is energy-intensive, making sustainability a major concern. Projects that integrate efficient technologies—like LED lighting, natural refrigerants, solar panels, and smart HVAC—achieve lower emissions and energy costs; these outcomes depend on early-stage planning, and green features added during design are more effective and cost-efficient than later retrofits; tracking tools embedded in these systems also help companies meet ESG goals and report sustainability metrics more transparently (Vrat et al, 2018).

#### – **Key Performance Indicators (KPIs) and Measurement**

To understand the operational and financial benefits of effective cold storage project management, companies rely on a set of quantifiable KPIs; these include:

- ◆ Energy usage per cubic meter – reflecting operational efficiency
- ◆ Product spoilage rate – a direct outcome of system integrity
- ◆ Inventory turnover ratio – indicating how efficiently goods are moving

- ◆ Order fill rate and on-time delivery – key customer service metrics
- ◆ Downtime and maintenance frequency – linked to system reliability
- ◆ Cost per order or per pallet stored – affecting profit margins

Effective project planning and system integration directly influence these metrics, and facilities that link cold storage systems to analytics and warehouse management platforms gain real-time visibility, enabling continuous improvement and faster responses to inefficiencies (Ding et al, 2023).

#### **2.1.4. Risks, Sustainability & Regulatory Challenges**

Cold storage projects, especially in the logistics sector, involve a distinct set of operational, environmental, and legal risks; if these are not addressed in the early stages of project management, they can compromise facility performance, cause financial losses, and trigger regulatory non-compliance, and the complexity of modern cold storage systems—spanning temperature-sensitive infrastructure, automation, and digital monitoring—demands integrated oversight across technical, environmental, and legal dimensions:

##### **– Operational Risks and Infrastructure Fragility**

Cold storage operations rely heavily on highly specialized infrastructure—refrigeration units, insulation systems, and backup power sources; these components must function without interruption to maintain product integrity; however, cold storage facilities are vulnerable to system failures such as compressor breakdowns, temperature drift, or electrical faults. Such failures can lead to rapid product spoilage, disruptions in service delivery, and loss of customer trust (Shi et al, 2024).

Moreover, in many logistics markets, especially where infrastructure is still developing, challenges like power instability, limited technical expertise, and low-quality construction practices add to the risk, and projects that lack proper

contingency planning or redundancy—such as failover cooling systems or real-time monitoring—are more prone to breakdowns and operational disruptions; as such, project managers must focus on system resilience by integrating risk mitigation protocols during both the design and implementation phases (Zhang et al, 2018).

#### – **Sustainability and Environmental Responsibility**

Cold storage facilities are resource-intensive by nature, consuming significant energy and using refrigerants that, if not managed responsibly, can have harmful environmental impacts. Sustainability concerns in cold storage include energy inefficiency, heat loss through poorly insulated structures, and the use of high-emission refrigerants; these issues not only affect operational costs but also contribute to broader environmental challenges (Han et al, 2021).

Modern best practices encourage the use of energy-efficient designs, such as advanced insulation materials, automated climate control systems, and smart lighting, additionally, environmentally friendly refrigerants and renewable energy sources are becoming standard in newer facilities; for sustainability to be effective, it must be built into the project from the ground up—factored into design specifications, vendor selection, and equipment procurement, and facilities that plan for long-term environmental performance can reduce their carbon footprint and align with corporate sustainability goals; these decisions also offer reputational advantages, as customers and stakeholders increasingly expect supply chain transparency and environmental accountability (Alfred, 2020).

#### – **Regulatory Compliance and Legal Exposure**

Cold storage operations are tightly regulated, particularly when dealing with pharmaceuticals, food, and biologics, and regulatory bodies impose strict guidelines on temperature maintenance, hygiene, traceability, and documentation.

Failing to comply can result in audits, penalties, product recalls, or license revocation (Lipwop & Achuora, 2021).

Regulations vary by country and industry, but core compliance principles generally include precise environmental control, full product traceability, and auditable records of storage conditions; to meet these standards, facilities must deploy systems that continuously monitor and log temperature data, detect deviations, and alert operators in real time, and manual record-keeping is no longer sufficient in most regulated environments; digital compliance systems are now an essential component of infrastructure planning (Ilma, 2021).

Importantly, compliance isn't limited to operations, and it must be considered during project planning and system integration, and facility layouts, workflows, and equipment configurations must meet regulatory design standards before construction begins; in multinational logistics chains, cold storage facilities must also be ready for inspections or documentation requests across multiple jurisdictions (Wen et al, 2019).

#### **– Integrated Planning for Risk, Sustainability, and Compliance**

The most successful cold storage projects take a holistic approach—integrating risk management, sustainability, and compliance into every stage of the project; this requires early collaboration among engineering, operations, compliance, and sustainability teams to ensure that every decision—from material selection to monitoring tools—is aligned with broader business goals and regulatory frameworks (Ding et al, 2023).

Project managers must also ensure that contractors and technology providers are aligned with these priorities, and clear performance specifications, contractual standards, and ongoing audits are necessary to enforce quality and accountability throughout the supply chain (Han et al, 2021).

Moreover, training and operational readiness play a vital role, and even the most advanced systems can fail if on-ground staff are unprepared to manage exceptions or interpret alerts, as such, project closure should include training programs, emergency drills, and operational protocols aligned with regulatory expectations and risk response procedures (Shi et al, 2024).

## **Chapter Three:**

## **Research Methodology**

## **Introduction**

This chapter outlines the methodological framework adopted for conducting the study. It provides a detailed explanation of the research approach, design, population, sampling methods, and the tools used for data collection and analysis. The chapter also highlights the procedures undertaken to ensure the validity and reliability of the instrument and explains the statistical techniques applied to examine the relationship between project management practices in cold storage and logistics performance. By establishing a clear and structured methodology, this chapter ensures the credibility, replicability, and scientific rigor of the study.

### **3.1. Research Approach and Design**

This study adopts a quantitative, descriptive-analytical approach to investigate the relationship between effective project management practices in cold storage and the performance of logistics companies. The study design is cross-sectional in nature, as it aims to collect data from respondents at a single point in time to test the proposed hypotheses and answer the research questions.

### **3.2. Population and Sampling**

The population of the study consists of employees working in cold storage-related operations within logistics companies. The study specifically focuses on Al-F Jim Logistics Company, a regional leader in temperature-controlled logistics services. A purposive sampling technique was used to select respondents who have direct involvement or knowledge of project management and cold storage operations. The final sample size includes 61 participants.

### **3.3. Data Collection Tool**

(Questionnaire) Data were collected using a structured questionnaire developed based on the study's objectives, theoretical framework, and review of related literature. The questionnaire was divided into several sections corresponding to the independent and dependent variables of the study. Each section used a five-point Likert scale ranging from (1) Strongly Disagree to (5) Strongly Agree to assess respondents' perceptions.

### **3.4. Validity and Reliability of the Instrument**

To ensure content validity, the questionnaire was reviewed by a panel of academic experts and industry professionals in the field of project management and logistics. Their feedback was incorporated to refine the language, clarity, and relevance of the items. For reliability testing, a pilot study was conducted with a small subset of respondents. The Cronbach's Alpha coefficient was calculated for each variable, with all values exceeding the acceptable threshold of 0.70, indicating a high level of internal consistency.

### **3.5. Data Collection Procedures**

The questionnaire was distributed electronically via email and in person to the selected participants. Participation was voluntary, and respondents were assured of the confidentiality and anonymity of their responses. Data collection was conducted over a period of two weeks, ensuring that all 61 responses were completed and valid for analysis.

### **3.6. Statistical Methods**

Used for Analysis Data analysis was performed using the Statistical Package for Social Sciences (SPSS). Descriptive statistics, including frequencies and percentages, were used to summarize demographic variables. Pearson correlation analysis was employed to test the strength and direction of relationships between independent and dependent variables. In addition, simple linear regression

analysis was used to assess the predictive power of each independent variable on corresponding performance outcomes. The significance level was set at  $p \leq 0.05$  to determine the statistical significance of the results.

### **3.7. Research Limitations**

While this study provides valuable insights into the impact of project management practices on logistics performance in cold storage operations, several limitations must be acknowledged. Firstly, the sample size is relatively small (61 participants) and limited to one logistics company, which may affect the generalizability of the findings. Secondly, the use of a self-reported questionnaire may introduce bias due to subjective perceptions. Thirdly, the cross-sectional design captures data at a single point in time limiting the ability to observe changes or trends over time. Future research may benefit from larger samples, multi-company participation, and longitudinal designs to validate and expand on the current findings.

## **Chapter Four:**

# **Data Analysis and Results**

## **Introduction**

This chapter presents the analysis of the data collected through the questionnaire. It begins with a description of the demographic characteristics of the respondents and follows with a detailed examination of the results for each hypothesis. The analysis includes descriptive statistics and correlation analysis results to determine the relationship between project management practices in cold storage and logistics performance. The findings are interpreted to assess how planning, risk management, stakeholder coordination, and digital integration influence operational efficiency, product quality, cost reduction, and performance flexibility.

## 4.1. Data Analysis:

### 4.1.1. Descriptive Analysis (Demographics, Frequencies)

A questionnaire model was distributed to the study sample and through the following results, it is clear the distribution of the study sample according to personal data (Department, Years of experience in cold storage projects, and Work location) and this is evident in the following tables:

#### 4.1.1.1. Distribution by department

**Table 1: Frequencies and percentages of the distribution of the study sample by department**

| Department |                    | Frequencies | Percentages % |
|------------|--------------------|-------------|---------------|
|            | Project Management | 14          | 23            |
|            | Operations         | 14          | 23            |
|            | Engineering        | 9           | 14.8          |
|            | Logistics          | 22          | 36.1          |
|            | Other              | 2           | 3.3           |
|            | Total              | 61          | 100%          |

The results presented in Table (1) indicate that the study sample was distributed across various departments within logistics companies involved in cold storage projects. The largest proportion belonged to the **Logistics department, accounting for 36.1%** (22 participants), reflecting the operational nature of the study and its direct connection to logistics performance. This was followed by participants from both the **Project Management and Operations departments**, each representing **23%** (14 participants), highlighting the critical role of planning, execution, and coordination in such projects. Meanwhile, **Engineering staff**

comprised **14.8%** (9 participants), indicating a notable technical representation that supports understanding of the engineering aspects of cold storage project management. Participants from **other departments** represented a small portion, **3.3%** (2 participants), suggesting that most of the samples came from departments most relevant to the study focus.

#### **4.1.1.2. Distribution by Years of experience in cold storage projects**

**Table 2: Frequencies and percentages of the distribution of the study sample by Years of experience in cold storage projects**

| <b>Years of experience in cold storage projects</b> |                          | <b>Frequencies</b> | <b>Percentages %</b> |
|-----------------------------------------------------|--------------------------|--------------------|----------------------|
|                                                     | <b>Less than 1 year</b>  | <b>16</b>          | <b>26.2</b>          |
|                                                     | <b>1–3 years</b>         | <b>24</b>          | <b>39.3</b>          |
|                                                     | <b>More than 3 years</b> | <b>21</b>          | <b>34.3</b>          |
|                                                     | <b>Total</b>             | <b>61</b>          | <b>100</b>           |

The results of table (2) indicate that most of the sample possesses moderate to high practical experience in cold storage projects. The largest proportion of participants (39.3%) have between one to three years of experience (24 participants), reflecting a moderate level of field knowledge that enables a good understanding of operational procedures and challenges. Additionally, 34.3% of participants (21 individuals) have more than three years of experience, contributing deeper insights and accumulated expertise valuable for evaluating project management practices in cold storage. Meanwhile, 26.2% of participants (16 individuals) reported having less than one year of experience, offering fresh perspectives that may highlight training needs or gaps in practical implementation. This diversity in experience levels enriches the

comprehensiveness of the findings and provides a realistic representation of the different experience categories within the cold storage sector.

#### **4.1.1.3. Distribution by Work Location**

The results of the sample distribution by work location indicate that the largest proportion of participants (31.1%) work in the **government sector**, reflecting the sector's vital role in cold storage projects and its close connection to supply chains, especially in sensitive areas such as healthcare and food. Additionally, a significant portion (23.0%) of respondents work in the **private sector**, highlighting the growing interest of private companies in enhancing the efficiency of cold storage operations through the adoption of effective project management practices.

In terms of **geographical location**, **Jeddah** ranked first with 26.2% of the participants, followed by **Riyadh** at 11.5%, indicating the geographical concentration of logistics centers and cold storage facilities in Saudi Arabia, where both cities serve as major commercial and logistics hubs. Moreover, **Ajex Logistics**, a specialized logistics company, accounted for about 8.2% of the sample, adding depth from industry practitioners.

This diversity in work locations suggests that the study's findings reflect multiple perspectives across sectors and regions, adding breadth and real-world applicability to the analysis of project management effectiveness in cold storage environments.

#### 4.1.2. Sample distribution graphically:

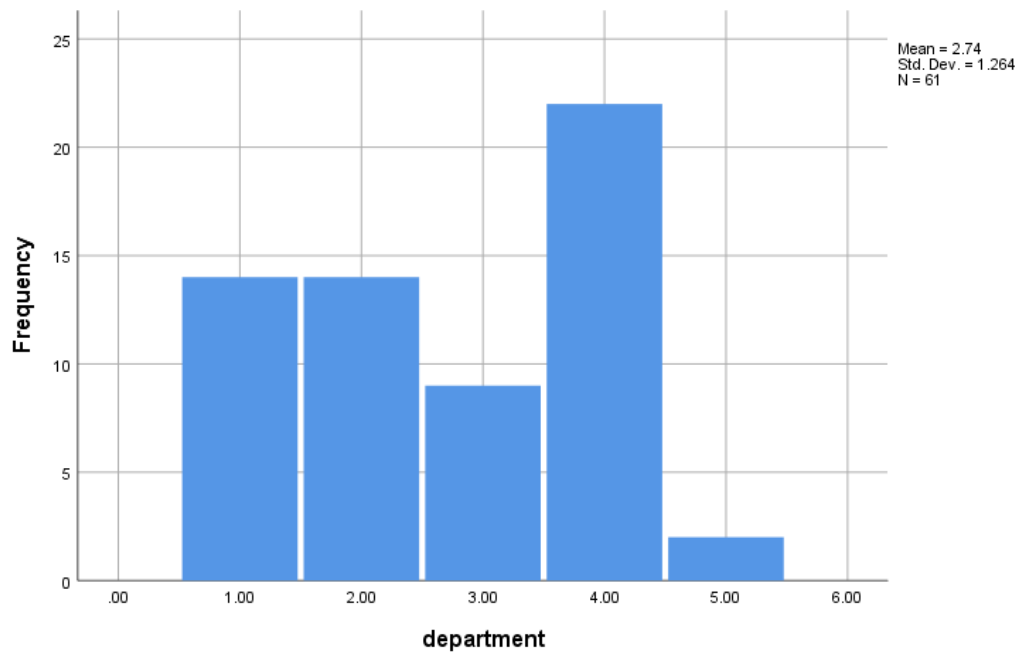


Figure 2: Sample distribution graphically by department

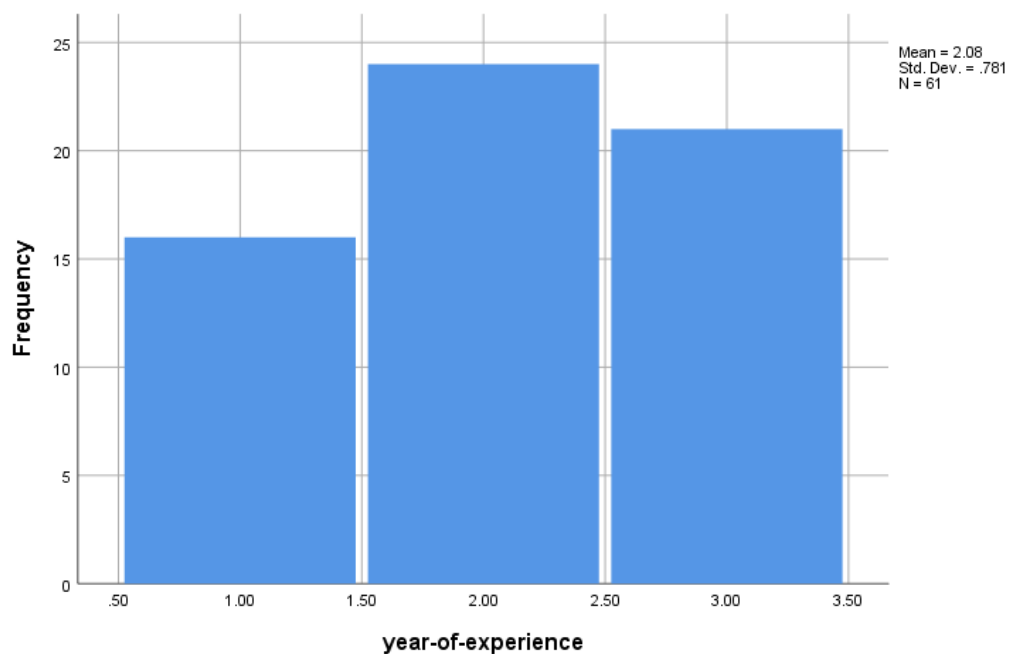


Figure 3: Sample distribution graphically by years of experience in cold storage projects

## 4.2. Test the validity and reliability of the tool:

### 4.2.1. Validity Test

The internal validity of the questionnaire was calculated by measuring the extent to which the paragraphs of the questionnaire are related to its sections, which is shown in the following table:

**Table 3: showing the internal validity of the questionnaire**

| N.                                               |                                                                        | R       | Sig.  |
|--------------------------------------------------|------------------------------------------------------------------------|---------|-------|
| <b>Section A: Planning and Scheduling</b>        |                                                                        |         |       |
| 1                                                | Detailed plans are prepared before implementing cold storage projects. | 0.583** | 0.000 |
| 2                                                | Project schedules are followed consistently.                           | 0.555** | 0.000 |
| 3                                                | Project plans are regularly updated to reflect operational changes.    | 0.560** | 0.000 |
| <b>Section B: Risk Management</b>                |                                                                        |         |       |
| 4                                                | Risks are regularly assessed in cold storage operation.                | 0.548** | 0.000 |
| 5                                                | There are clear emergency response plans.                              | 0.636** | 0.000 |
| 6                                                | Staff are trained to handle emergency situations.                      | 0.752** | 0.000 |
| <b>Section C: Stakeholder Coordination</b>       |                                                                        |         |       |
| 7                                                | Regular communication takes place with suppliers and clients.          | 0.682** | 0.000 |
| 8                                                | Stakeholders are involved in planning and execution phases.            | 0.692** | 0.000 |
| 9                                                | Information is shared clearly among departments.                       | 0.710** | 0.000 |
| <b>Section D: Digital Technology Integration</b> |                                                                        |         |       |
| 10                                               | Sensors are used to monitor temperature and humidity in cold storage.  | 0.595** | 0.000 |
| 11                                               | Electronic systems are used to track goods.                            | 0.715** | 0.000 |
| 12                                               | Technology enables quick decision-making during issues.                | 0.544** | 0.000 |

| <b>Section E: Operational Speed</b>          |                                                                 |         |       |
|----------------------------------------------|-----------------------------------------------------------------|---------|-------|
| 13                                           | Orders are processed on time without delays.                    | 0.633** | 0.000 |
| 14                                           | Teams respond quickly to unexpected changes.                    | 0.613** | 0.000 |
| 15                                           | Cold chain deliveries are executed within expected time-frames. | 0.732** | 0.000 |
| <b>Section F: Product Quality and Safety</b> |                                                                 |         |       |
| 16                                           | Proper temperature is maintained during storage.                | 0.540** | 0.000 |
| 17                                           | Spoilage and waste rates are minimal.                           | 0.695** | 0.000 |
| 18                                           | Safety standards are followed strictly during storage.          | 0.795** | 0.000 |
| <b>Section G: Cost Reduction</b>             |                                                                 |         |       |
| 19                                           | Energy usage is optimized using smart solutions.                | 0.611** | 0.000 |
| 20                                           | Project management contributes to reduced overall costs.        | 0.724** | 0.000 |
| 21                                           | Transportation and storage expenses are efficiently managed.    | 0.663** | 0.000 |
| <b>Section H: Performance Flexibility</b>    |                                                                 |         |       |
| 22                                           | The company quickly adapts to changes in demand.                | 0.505** | 0.000 |
| 23                                           | Operational plans can be adjusted when needed.                  | 0.631** | 0.000 |
| 24                                           | Flexible decisions are made without compromising quality.       | 0.642** | 0.000 |

The results of the validity test (internal consistency validity) using Pearson's correlation coefficient indicate that all questionnaire items are significantly correlated with their respective dimensions at a significance level of (Sig = 0.000). These results demonstrate that each item accurately reflects the dimension it is intended to measure with a high degree of conceptual consistency. The correlation coefficients between the items and their corresponding dimensions ranged from (0.505) to (0.795), which are considered moderate to strong according to standard statistical interpretations. This provides strong evidence of the internal validity of the research instrument, as each item aligns well with the theoretical construct it belongs to within the study's conceptual framework.

Accordingly, the questionnaire can be considered a valid tool for measuring the study's four dimensions: planning and scheduling, risk management, stakeholder coordination, and digital integration, as well as the logistics performance outcomes, including operational efficiency, product quality, cost reduction, and performance flexibility.

#### 4.2.2. Calculation of reliability by the Cronbach alpha method

**Table 4: the Cronbach alpha method**

| <b>N.</b>    | <b>Section</b>                        | <b>Cronbach alpha</b> | <b>Number of Phrases</b> |
|--------------|---------------------------------------|-----------------------|--------------------------|
| <b>1</b>     | <b>Planning and Scheduling</b>        | 0.780                 | 3                        |
| <b>2</b>     | <b>Risk Management</b>                | 0.550                 | 3                        |
| <b>3</b>     | <b>Stakeholder Coordination</b>       | 0.455                 | 3                        |
| <b>4</b>     | <b>Digital Technology Integration</b> | 0.620                 | 3                        |
| <b>5</b>     | <b>Operational Speed</b>              | 0.546                 | 3                        |
| <b>6</b>     | <b>Product Quality and Safety</b>     | 0.526                 | 3                        |
| <b>7</b>     | <b>Cost Reduction</b>                 | 0.669                 | 3                        |
| <b>8</b>     | <b>Performance Flexibility</b>        | 0.532                 | 3                        |
| <b>Total</b> |                                       | <b>0.616</b>          | <b>24</b>                |

The reliability of the research instrument was assessed using Cronbach's Alpha coefficient for each section of the questionnaire and for the overall tool. As shown in Table 4, the Cronbach's Alpha values for individual sections ranged between 0.455 and 0.780. The highest reliability was recorded in the "Planning and Scheduling" section ( $\alpha = 0.780$ ), indicating good internal consistency among its items. On the other hand, the "Stakeholder Coordination" section recorded the lowest reliability ( $\alpha = 0.455$ ), which is considered relatively low and may suggest the need to review or revise some of its items in future research.

The overall reliability coefficient for the entire questionnaire (comprising 24 items) was 0.616, which, while slightly below the ideal threshold of 0.70, is still considered acceptable for exploratory research in social sciences. These results indicate that the instrument generally maintains a moderate level of internal consistency, making it suitable for analyzing the study variables related to project management practices and logistics performance in cold storage operations.

#### **4.3. Hypothesis tests:**

- **First hypothesis:** There is a statistically significant relationship between planning and scheduling practices in cold storage operations and the operational efficiency of logistics services.

To prove the validity of this hypothesis, Pearson's correlation coefficient was tested, and this is shown in the following table:

**Table 5: Pearson's correlation coefficient test to study the relationship between planning and scheduling practices in cold storage operations and the operational efficiency of logistics services.**

| Variables               | (R)     | (Sig) |
|-------------------------|---------|-------|
| Planning and Scheduling | 0.543** | 0.000 |
| Operational Speed       |         |       |

The results in Table 5 reveal a statistically significant moderate positive relationship between planning and scheduling practices in cold storage operations and the operational speed of logistics services ( $R = 0.543$ ,  $Sig = 0.000$ ). This indicates that improvements in planning and scheduling are associated with enhanced operational efficiency, as better-structured plans and consistent scheduling help streamline workflows and reduce delays. The significance level

( $p < 0.05$ ) confirms that this relationship is not due to chance, thereby supporting the first hypothesis of the study.

- **Second hypothesis:** There is a statistically significant relationship between risk management practices in cold storage and the quality and integrity of stored products.

To prove the validity of this hypothesis, Pearson's correlation coefficient was tested, and this is shown in the following table:

**Table 6: Pearson's correlation coefficient test to study the relationship between risk management practices in cold storage and the quality and integrity of stored products.**

| Variables                      | (R)     | (Sig) |
|--------------------------------|---------|-------|
| Risk Management                | 0.642** | 0.000 |
| Digital Technology Integration |         |       |

The results in Table 6 demonstrate a statistically significant strong positive relationship between risk management practices in cold storage and the quality and integrity of stored products ( $R = 0.642$ ,  $\text{Sig} = 0.000$ ). This means that effective risk management measures—such as monitoring temperature fluctuations, contingency planning, and proactive hazard controls—contribute significantly to maintaining the safety and quality of goods stored under cold conditions. The high correlation value indicates a strong association, while the significance level ( $p < 0.05$ ) confirms the reliability of the result, thereby supporting the second hypothesis of the study.

**Third hypothesis:** There is a statistically significant relationship between stakeholder coordination in cold storage projects and cost reduction in logistics operations.

To prove the validity of this hypothesis, Pearson's correlation coefficient was tested, and this is shown in the following table:

**Table 7: Pearson's correlation coefficient test to study the relationship between stakeholder coordination in cold storage projects and cost reduction in logistics operations.**

| Variables                | (R)     | (Sig) |
|--------------------------|---------|-------|
| Stakeholder Coordination | 0.720** | 0.000 |
| Cost Reduction           |         |       |

The results presented in Table 7 indicate a statistically significant and strong positive relationship between stakeholder coordination in cold storage projects and cost reduction in logistics operations ( $R = 0.720$ ,  $Sig = 0.000$ ). This implies that enhanced coordination and communication among stakeholders—such as project managers, technicians, suppliers, and logistics teams—contributes significantly to minimizing operational costs. Improved collaboration helps prevent delays, reduces resource waste, and enhances overall efficiency. The high correlation value underscores the strength of the association, while the p-value confirms the statistical significance, thus supporting the validity of the third hypothesis.

**Fourth hypothesis:** There is a statistically significant relationship between the integration of digital technologies in cold storage project management and performance flexibility.

To prove the validity of this hypothesis, Pearson's correlation coefficient was tested, and this is shown in the following table:

**Table 8: Pearson's correlation coefficient test to study the relationship between integration of digital technologies in cold storage project management and performance flexibility.**

| Variables                      | (R)     | (Sig) |
|--------------------------------|---------|-------|
| Digital Technology Integration | 0.570** | 0.000 |
| Performance Flexibility        |         |       |

The results in Table 8 demonstrate a statistically significant moderate positive relationship between the integration of digital technologies in cold storage project management and performance flexibility ( $R = 0.570$ ,  $Sig = 0.000$ ). This finding indicates that the use of digital tools—such as sensors, real-time monitoring systems, and data analytics—enhances a company's ability to adapt quickly to operational changes and unexpected challenges. The moderate strength of the correlation suggests that while digital integration is not the sole factor influencing flexibility, it plays a substantial and supportive role. The significance level confirms the reliability of this relationship, thereby validating the fourth hypothesis.

**Chapter Five**  
**Discussion and conclusion**

## **Introduction**

This chapter represents a critical component of the research, as it involves the interpretation and discussion of the results obtained considering the study's hypotheses and research questions. The findings are analyzed within the context of relevant literature, previous studies, and the theoretical frameworks that guided the research—namely, Project Management Theory and Systems Theory.

The chapter aims to evaluate the extent to which the study's results align with theoretical expectations and contribute to bridging existing knowledge gaps regarding project management in cold storage environments and its influence on logistics performance. Particular attention is given to how key management practices—such as planning, risk management, stakeholder coordination, and digital technology integration—affect operational efficiency, product integrity, cost control, and flexibility.

Additionally, the chapter outlines the practical and academic implications of the findings and reflects on the main challenges or limitations that may have influenced the study outcomes. The chapter concludes with a comprehensive summary of the key results and actionable recommendations, paving the way for future research in the field of temperature-controlled logistics and project-based operational management.

## **5.1. Discussion of Study Results considering the Hypotheses**

**First Hypothesis:** There is a statistically significant relationship between planning and scheduling practices in cold storage operations and the operational efficiency of logistics services.

The results, as shown in Table 5, revealed a statistically significant moderate positive relationship between planning and scheduling and operational speed ( $R = 0.543$ ,  $Sig = 0.000$ ). This indicates that well-prepared project plans and consistently followed schedules contribute significantly to improving the efficiency of logistics operations. Effective planning reduces delays, aligns resources, and ensures that operations are executed smoothly, thereby validating the first hypothesis.

**Second Hypothesis:** There is a statistically significant relationship between risk management practices in cold storage and the quality and integrity of stored products.

According to the results in Table 6, a strong and statistically significant positive correlation was found ( $R = 0.642$ ,  $Sig = 0.000$ ). This suggests that applying proactive risk management—such as identifying potential hazards, having emergency protocols, and training staff—plays a crucial role in protecting the quality and safety of goods in cold storage. This confirms the second hypothesis and underscores the importance of risk controls in temperature-sensitive logistics.

**Third Hypothesis:** There is a statistically significant relationship between stakeholder coordination in cold storage projects and cost reduction in logistics operations.

As shown in Table 7, the findings indicate a strong positive correlation between stakeholder coordination and cost reduction ( $R = 0.720$ ,  $Sig = 0.000$ ). This means that effective collaboration and communication among all parties involved—from managers to suppliers—lead to better resource utilization, minimized

delays, and lower operational expenses. The strength and significance of this relationship support the third hypothesis.

**Fourth Hypothesis:** There is a statistically significant relationship between the integration of digital technologies in cold storage project management and performance flexibility.

Table 8 presents a statistically significant moderate positive correlation ( $R = 0.570$ ,  $\text{Sig} = 0.000$ ), indicating that digital tools like IoT sensors, monitoring systems, and real-time analytics enhance the company's ability to adjust operational plans swiftly and respond to challenges without compromising quality. These technologies contribute to adaptability and agility in logistics operations, thereby supporting the fourth hypothesis.

## **5.2. Discussion of the Study Results considering Previous Studies**

The findings of the current study align with those of **Chermala et al. (2025)**, which highlighted key factors such as storage, quality, and technology as significantly influencing cold chain logistics performance. Our study similarly demonstrated that practices like effective planning, risk management, digital integration, and stakeholder coordination contribute to enhancing operational efficiency and reducing costs—closely corresponding to the influential factors identified in Chermala's research.

Moreover, the results of the first and second hypotheses are consistent with the findings of **Girma et al. (2024)**, which revealed that inadequate operational practices, such as poor storage and data management, lead to product spoilage and high waste rates. Our findings reinforced the role of planning and risk management in improving storage quality and product safety while reducing losses, thereby supporting the need for precise management systems and staff training.

Regarding digital integration, the results of the fourth hypothesis, which showed a positive correlation between digital technology integration and performance flexibility, are in line with **Tsang et al. (2018)**. Their study demonstrated that the implementation of an intelligent monitoring system (IoTRMS) improved storage conditions, product quality, and workplace safety, supporting the notion that smart technologies significantly enhance operational flexibility and efficiency in cold chain logistics.

Concerning sustainability and technological aspects, our findings also converge with those of **Zhang & Mohammad (2024)**, who emphasized the need for smart systems and digital transformation to advance sustainability in the PFCCL sector. Our study confirmed that digital integration in cold storage project management contributes to improved performance and waste reduction, marking an important step toward building resilient and sustainable supply chains.

### **5.3. Study Contributions**

This study has made several significant academic and practical contributions, both in enriching theoretical knowledge and supporting practical applications in the logistics and cold chain sectors. These contributions can be summarized as follows:

- **Academically**, the study addresses a knowledge gap concerning the impact of project management practices in cold storage facilities on the performance of logistics companies—a topic that has not been sufficiently explored in previous literature, particularly within regional contexts such as the Arab world.
- The study developed a **conceptual model** linking four key dimensions (planning and scheduling, risk management, stakeholder coordination, and digital integration) with operational performance in terms of speed, quality,

flexibility, and cost reduction. This model provides a foundation for future research.

- **Practically**, the findings offer valuable insights for project managers and professionals in the cold storage sector. They highlight the importance of adopting effective management practices and leveraging modern technologies to enhance performance efficiency, improve service quality, and reduce waste.
- The study also provides a scientifically validated **questionnaire tool** that can be used in future research or by companies to assess and analyze cold storage project management practices and their impact on performance.

#### **5.4. Study Limitations**

Although this study has provided valuable insights into the relationship between project management practices in cold storage and the performance of logistics companies, several limitations should be considered when interpreting the findings:

- The study sample was limited to a single logistics company (Al-F Jim), which may restrict the generalizability of the results to the broader cold storage sector or to other companies operating in similar contexts.
- The sample size was relatively small (61 participants), which may affect the statistical power and the ability to draw broader conclusions.
- The study relied solely on a questionnaire as the data collection tool, which may introduce response bias since participants provided answers based on their perceptions rather than actual performance indicators or numerical data.

- The cross-sectional design of the study means that data were collected at a single point in time, preventing the observation of changes or developments over the long term.

## **5.5. General Conclusions of the Study**

The present study, which aimed to measure the impact of project management practices in cold storage on the performance of logistics companies, reached several significant conclusions based on both the descriptive analysis of demographic data and the results of hypothesis testing. The main findings can be summarized as follows:

### **First: Based on the Descriptive Analysis of Demographic Data**

- The results related to the distribution of the sample by department showed that the largest proportion of participants work in the **logistics department (36.1%)**, indicating a strong operational focus in the sample with direct relevance to the study topic.
- Moreover, **62.3%** of the respondents have **more than one year** of experience in cold storage projects, reflecting an acceptable level of expertise and familiarity with the domain under investigation. This enhances the credibility and reliability of their responses.
- In terms of work location, the findings revealed that the largest proportion of respondents (31.1%) are employed in the government sector, indicating the vital role this sector plays in cold storage logistics, particularly in areas such as health and food. Meanwhile, 23.0% of the sample came from the private sector, highlighting the growing private investment in cold chain infrastructure. Geographically, Jeddah accounted for the largest regional representation (26.2%), followed by Riyadh (11.5%), confirming the prominence of these two cities as logistics hubs in the Kingdom.

Additionally, 8.2% of respondents work for Ajax Logistics, adding practical insight from an active logistics provider.

This diversity in location and affiliation contributes to a well-rounded and contextually rich understanding of cold storage project management across different sectors.

## **Second: Based on the Results of the Hypotheses**

- **First Hypothesis:** There is a statistically significant positive relationship between **planning and scheduling practices** in cold storage projects and **the operational efficiency** of logistics services. The findings revealed a moderate and significant correlation ( $R = 0.543$ ,  $Sig = 0.000$ ), confirming that improved planning and consistent scheduling help accelerate operations and enhance efficiency.
- **Second Hypothesis:** There is a statistically significant positive relationship between **risk management** and the **quality and safety** of stored products. The analysis indicated a strong positive correlation ( $R = 0.642$ ,  $Sig = 0.000$ ), suggesting that effective risk management, including emergency preparedness and hazard control—directly contributes to preserving product quality during storage.
- **Third Hypothesis:** There is a statistically significant positive relationship between **stakeholder coordination** in cold storage projects and **cost reduction** in logistics operations. The results showed a strong correlation ( $R = 0.720$ ,  $Sig = 0.000$ ), confirming that effective collaboration and information-sharing among stakeholders significantly contribute to minimizing waste and improving cost efficiency.
- **Fourth Hypothesis:** There is a statistically significant positive relationship between the **integration of digital technologies** in cold storage project management and **performance flexibility**. The findings revealed a

moderate positive correlation ( $R = 0.570$ ,  $\text{Sig} = 0.000$ ), indicating that the use of smart tools—such as sensors and tracking systems—enhances the company's ability to respond to change and manage operations flexibly.

## **5.6. Recommendations**

1. Develop detailed and regularly updated project plans using advanced management tools to reduce delays and improve efficiency.
2. Implement emergency response plans and train staff to handle risks, ensuring product safety and minimizing disruptions.
3. Foster communication among departments, suppliers, and clients through shared platforms and regular meetings to reduce costs and boost performance.
4. Expand the use of IoT and smart analytics to increase flexibility and support faster, data-driven decision-making.
5. Conduct continuous training programs to improve employee skills in technical and operational aspects of cold storage project management.
6. Integrate environmental efficiency and regulatory compliance standards in project planning and implementation phases.
7. Replicate the study across multiple companies using longitudinal designs to capture long-term effects of project management practices.

### **5.7. Proposed Future Research**

1. Investigate project management practices in cold storage across multiple logistics companies to assess industry-wide trends and variations.
2. Examine the long-term effects of project management practices on logistics performance through time-series data and follow-up studies.
3. Explore the organizational, technical, and human challenges that hinder the integration of digital technologies in cold storage management.
4. Analyze the relationship between sustainable infrastructure planning and environmental efficiency in cold storage projects.
5. Study the applicability of effective cold storage project management strategies in healthcare, pharmaceuticals, and food industries.
6. Combine qualitative interviews with quantitative data to gain deeper understanding of decision-making dynamics and stakeholder perspectives.
7. Assess how cold storage project management contributed to resilience and continuity during supply chain disruptions such as the COVID-19 pandemic.

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# **Appendix**

## **Questionnaire**

# **The Impact of Effective Practices in Cold Storage Project Management on the Performance of Logistics Companies**

**Dear Participant,**

This questionnaire is part of a master's research study aimed at assessing how effective cold storage project management practices impact the performance of logistics companies.

Your responses are completely confidential and will only be used for academic purposes.

**Thank you for your valuable time and participation**

## **Section 1: General Information**

### **1. Department**

- Project Management
- Operations
- Engineering
- Logistics
- Other

### **2. Years of experience in cold storage projects**

- Less than 1 year
- 1–3 years
- More than 3 years

### 3. Work location

.....

## Section 2: Project Management Practices and Performance

Please indicate your level of agreement with the following statements (1 = Strongly Disagree, 5 = Strongly Agree):

### Section A: Planning and Scheduling

| Phrases                                                                | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| Detailed plans are prepared before implementing cold storage projects. |                |       |         |          |                   |
| Project schedules are followed consistently.                           |                |       |         |          |                   |
| Project plans are regularly updated to reflect operational changes.    |                |       |         |          |                   |

## Section B: Risk Management

| Phrases                                                 | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| Risks are regularly assessed in cold storage operation. |                |       |         |          |                   |
| There are clear emergency response plans.               |                |       |         |          |                   |
| Staff are trained to handle emergency situations.       |                |       |         |          |                   |

## Section C: Stakeholder Coordination

| Phrases                                                       | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| Regular communication takes place with suppliers and clients. |                |       |         |          |                   |
| Stakeholders are involved in planning and execution phases.   |                |       |         |          |                   |
| Information is shared clearly among departments.              |                |       |         |          |                   |

## Section D: Digital Technology Integration

| Phrases                                                               | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-----------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| Sensors are used to monitor temperature and humidity in cold storage. |                |       |         |          |                   |
| Electronic systems are used to track goods.                           |                |       |         |          |                   |
| Technology enables quick decision-making during issues.               |                |       |         |          |                   |

## Section E: Operational Speed

| Phrases                                                         | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-----------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| Orders are processed on time without delays.                    |                |       |         |          |                   |
| Teams respond quickly to unexpected changes.                    |                |       |         |          |                   |
| Cold chain deliveries are executed within expected time-frames. |                |       |         |          |                   |

## Section F: Product Quality and Safety

| Phrases                                                | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|--------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| Proper temperature is maintained during storage.       |                |       |         |          |                   |
| Spoilage and waste rates are minimal.                  |                |       |         |          |                   |
| Safety standards are followed strictly during storage. |                |       |         |          |                   |

## Section G: Cost Reduction

| Phrases                                                      | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|--------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| Energy usage is optimized using smart solutions.             |                |       |         |          |                   |
| Project management contributes to reduced overall costs.     |                |       |         |          |                   |
| Transportation and storage expenses are efficiently managed. |                |       |         |          |                   |

## Section H: Performance Flexibility

| Phrases                                                   | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-----------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| The company quickly adapts to changes in demand.          |                |       |         |          |                   |
| Operational plans can be adjusted when needed.            |                |       |         |          |                   |
| Flexible decisions are made without compromising quality. |                |       |         |          |                   |

**Thank you for your cooperation with us.**

## الملخص العربي

هدفت هذه الدراسة إلى دراسة تأثير ممارسات إدارة المشاريع في التخزين البارد على أداء شركات الخدمات اللوجستية في المملكة العربية السعودية. باستخدام نهج وصفي تحليلي كمي ، تم جمع البيانات من خلال استبيان منظم من عينة من 61 مشاركا في عمليات التخزين البارد. ركز التحليل على أربع ممارسات رئيسية: التخطيط والجدولة ، وإدارة المخاطر ، والتنسيق بين أصحاب المصلحة ، وتكامل التكنولوجيا الرقمية.

كشفت النتائج عن علاقات إيجابية ذات دلالة إحصائية بين ممارسات إدارة المشاريع هذه وأبعاد الأداء الرئيسية مثل السرعة التشغيلية وجودة المنتج وخفض التكلفة ومرونة الأداء. أظهر التحليل الوصفي أن العديد من المشاركين لديهم خبرة ذات صلة ويمثلون أدوارا تنفيذية متنوعة ، مما يعزز موثوقية النتائج.

تساهم الدراسة في سد الفجوة المعرفية في الخدمات اللوجستية لسلسلة التبريد من خلال تسليط الضوء على أهمية إدارة المشاريع المنظمة والتكامل التكنولوجي. يقدم رؤى عملية لشركات الخدمات اللوجستية التي تسعى إلى تحسين الأداء من خلال التخطيط والتنسيق والاعتماد الرقمي بشكل أفضل.

**الكلمات المفتاحية:** التخزين البارد ، ممارسات إدارة المشاريع ، الأداء اللوجستي وإدارة المخاطر.

عنوان البحث

أثر الممارسات الفعّالة في إدارة مشاريع التخزين البارد على أداء شركات الخدمات اللوجستية: دراسة تطبيقية على شركة ألف جيم للخدمات اللوجستية

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د. فايز جراد

العام الدراسي:

2025