STRATEGIC AGILITY AND SALES GROWTH: THE MODERATING EFFECT OF FIRM SIZE IN QUOTED BREWERIES IN NIGERIA

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ABSTRACT

The study examined the relationship between strategic agility and sales growth with regard to the moderating effect of firm size on quoted brewery companies in Nigeria. The study review extant literature on strategic agility, sales growth, and firm size as a moderating variable of strategic agility and sales growth. As a quantitative study, quasi-experimental design was employed, the time horizon is cross-sectional in nature while the study setting is on non-contrive setting. The target population of the study was quoted brewery companies Listed in Nigeria Stock Exchange. The census approach of sampling was employed in the study while primary data was obtained from 44 strategic managers using structured questionnaire. The study used descriptive and inferential statistics such as mean, standard deviation; Spearman Rank Order Correlation Coefficients was used to analyze the correlation while Partial Correlation Coefficients was used to analyze the moderating effect

of firm size with the help of statistical package for social science. The findings of the study established a significant influence on the quoted brewery companies in Nigeria. The findings of the study revealed that strategic agility has a very strong relationship with sales growth in the quoted brewery companies in Nigeria. The findings further indicate that firm size strongly moderates the relationship between strategic agility and sales growth. The study therefore, concluded that firm size strongly moderates the relationship between strategic agility and sales growth in the quoted brewery companies under study. Hence, it recommends that quoted brewery companies in Nigeria should consider the size of firm in decision making and adopt agile practices to improve sales volume to achieve set goals and objectives in the local industry.

Keywords: Strategic Agility, Sales Growth, Firm Size

INTRODUCTION

Nigeria manufacturing industry is a critical economic pillar for the vision 2030 in terms of growth and employment generation for the teeming population. Elumah, & Shobayo (2018) posits that Nigeria's brewery sector is the second largest industry in Africa after South Africa. It is rapidly emerging as the continent's most promising market given the population growth and the influx of foreign direct investment in the sector by multinational beer companies. However, Breweries are expected to generate a positive growth in terms of sales volume and intensive market penetration to achieve the target projection. But this has not been realized due to the ideology of economic of scale in terms of large and small size of firms operating in the industry and the revenue generated through cash sales made in a period of time amidst of stiff competition in the sector. Akinyomi and Olagunju (2013) posit that firm size in today's world is very critical to success due to the phenomenon of economies of scale. This ensures that larger companies can achieve cost leadership compared to smaller firms. The size of the company is seen by businesses as a way of achieving a sustainable competitive advantage in terms of income and sales volume.

Apparently, sales volume and growth are the fuel for firm level competitiveness and this is considered in terms of company's capacity and ability to produce quality goods and services to meet the demand for a period of time. Mohd & Yasuo (2013) see sales as the situation where goods, services and asset are completely disposed off to users or next party for money consideration. Sales growth measures the pace at which a company's sales revenue is increasing or decreasing for a period of time. Therefore, sales refer to the total amount of sales

volume a firm realized compared to a previous transaction, which corresponds to a period of time in which the latter sales figure exceed the former sales figure. Emmanuel (2019) defined size of a business as the quantity and range of production capacity and potential of a firm, or the quantity and variety of services that a firm may make available simultaneously to its clients. Babalola (2013) argues that the larger a firm is, the more the influence it has on its stakeholders in the operating environment, and so large firms tend to outperform small firms. Firm with large amount of assets and capital have competitive edge over small firms' size because such firms had potential to increase productivity and sales growth. As small firms usually face highly uncertain environments, they tend to use more improvement tools to adapt to the environments (Lawrence & Lorsch 1967). On the contrary, large firms are more likely to emphasize centralized decision making because they face relatively certain environments (Arogyaswamy & Byles, 1987). Moreover, large firms often have formal structures and hierarchies which may make them difficult to employ flexible manufacturing techniques such agile practice and resource fluidity to change when the need arise (Child & Mansfield, 1972; Redwell, Hamilton, Bayo, 2021). Small firms are more likely to take risks to respond to external environments changes, where they face higher pressures and struggle for living and growing and re-strategizing long term strategies to meet the current demand in the uncertainty business environment (Arogyaswamy & Byles, 1987).

Furthermore, small firms are frequently associated with simple structure which enables them to respond to the environmental changes speedily (Meggison & Boutchkova, 2000). However, in today's unstable competitive business environment, dynamic capabilities, flexibility, agile practices, speed and adaptability are becoming more important sources of sales growth and competitive advantage (Barney, 2001; Sushil, 2000; Red-well, & Hamilton, 2020). Different companies in Nigeria are considering agile practices as strategic options that allow them to improve their competitive level in the manufacturing industry and even in the university environment in the recent wake of the global pandemic (Nejatian, Zarei, Nejati & Zanjirchi, 2018; Akhigbe and Onuoha, 2019). Strategic agility refers to organizational ability to continuously, adequately adjust and adapt in appropriate time without lost of any opportunities in the competitive environment and to cope with the strategic discontinuities and disruptions arising from a highly volatile and uncertain world of business (Weber & Tarba, 2014). Furthermore, strategic agility means learning to make fast turns and being able to transform and renew the firms' long term strategic plans without losing opportunities, in order to achieve the set goals

and objectives of the organization (Doz and Kosonen, 2008).

However, the rivalry between firms in the Nigerian brewer sector is very stiff as they compete for the small number of customers in the sector (Redwell, Hamilton, Bayo, 2021). They operate in a very intense competitive market trying very hard to outsmart each other to maintain a top position in the sector and also improve their sales volume and market share. Thus, these firms need strategic options to enable them adapt to the ever turbulent business environment of the manufacturing industry to stay competitive or fail altogether especially with the competition from other large firms. The firm size is seen as a significant determinant of the success of any company. It has always been the aim of firms to multiply in size in order to have an advantage over their competitors. Also, scholars have argued that large companies have advantages over small firms as large firms leverage their size and could have simpler and cheaper access to public debt markets to meet their funding needs since large companies are perceived to have a lower risk of default, borrowing more at a lower cost due to their size is likely to help them benefit from the tax shield (Nzioka, 2013). In cause of the extant review of literature, it observed that prior empirical studies on strategic agility both international and local have been advanced. Locally studies like Oyedijo (2012), Akhigbe and Onuoha (2019), globally studies such as Kanake (2011); Muthoni (2015); Clauss, Abebe, Tangpong, and Hock, (2019). The above discussed studies have clear knowledge gaps in the existing literature of strategic agility in terms of conceptualization, contextualization and methodology in relation to the present study.

Hence, it has scholarly observed in the strategic management literature that there has been limited research on how size of firm moderate the relationship between strategic agility and sales growth Breweries in Nigeria context. This study therefore, seeks to examine the effect of firm size on the relationship between strategic agility and sales growth of Quoted Breweries in Nigeria. The following research question were poses to provide answers to the stated objective of the study:

1. How does strategic agility relate with sales growth in the Breweries in Nigeria?
2. How does firm size moderate the relationship between strategic agility and sales growth in the Breweries in Nigeria?

LITERATURE REVIEW

Strategic Agility

The term agility means rapid, agile, and active movement (Sharifi and Zhang,

1999). More so, the term agility refers to the ability of rapid and easy movement and rapidly thinking with a thoughtful method (Soheila and Sayyed, 2013). The origin of agility was derived from agile production / manufacturing process and this is a concept that has been presented during later years. The agile production has been accepted the as a successful strategy by producers that prepare them for a considerable performance. Strategic agility is a concept that has been researched by different authors such as (Hamel & Valikangas, 2003; Hamel, 2007; Doz & Kosonen, 2008) since the end of the 90s. Strategic agility means the ability to dynamically modify or reinvent the company's long term vision and its strategy as the business environment changes (Hamel & Valikangas, 2003). This is achieved by continuous expectation as well as adjusting to trends and customer needs without losing the company's objectives (Doz & Kosonen, 2008). They further interpreted strategic agility as the ability of an organization to detect and fast response to business environmental changes through the opportunities and threats existing in the business environment, and to give rapid response through the recombination of resources, processes and strategies.

Strategic agility means learning to make fast turns and being able to transform and renew the firms' long term strategic plans without losing opportunities, in the dynamic environment in order to achieve the set goals and objectives of the organization (Doz and Kosonen, 2008). These resources are dynamic, because companies must build, adapt and reconfigure internal and external resources in an environment where time to market and time to produce are vital, rate of technological changes is rapid and it is difficult to determine the nature of competition and future market (Teece, Pisano & Shuen, 1997). Strategic agility is the ability to leverage value-chain-wide resources to turn on a dime, providing the right product at the right price anywhere. This kind of strategy requires a company to transcend manufacturing boundaries to develop fluid operations. Thus, strategic agility requires a firm to metamorphose from a mechanistic (working machines) to (knowledge factory) an organic, accelerated learning organization that produces knowledge as key by product (Roth, 1996). Apparently, the strategic agility literature show that an agile organization can be successful in competitive environment through the abilities of responsiveness, competence, flexibility and speed so that it achieves competitive advantage in the market and other overall firm performance (Ganguly, Nilchiani & Farr, 2009; Oyedijo, 2012).

Sales Growth

Tonington, (2005) cited by Red-well & Hamilton (2020) see sales growth as the total amount an organization derives from sales volume compared to a previous

transaction, which corresponds to period of time in which the latter sales exceed the former. Sales growth can be considered positive for an organization to survive and profitable in the business when its results increased dividends for shareholders and higher stock prices in the economy. This is a key metric for any organization to monitor since it is an essential part of growth projections and is instrumental in strategic decision making as well as competitive measures (Hansen and Mowen, 2012). Monitor this metric over multiple time periods to gain a clear indication of growth trends and normalize your values. This will help organizations account for monthly or quarterly spikes in revenue (Brewer, 2000). A positive sales growth is a green signal which means things are being done the right way. A positive sales growth is the objective sought by the company because it means more profits. Positive sales growths are signal that conditions are favorable in the market and the strategy or techniques used are to their favor.

Furthermore, Brewer (2000) stated that sales growth is used to provide executives and sales directors with an assessment of the volume the organizations realized. And as such, this can also be broken down to show how each sales team can contribute to achieving organizational goals. Factors that influence sales growth range from promotion to internal motivation and retaining of talented employees to the implicit opportunities for investments in new technologies and equipment in the production process. Research has also shown that sales growth is a desired asset among competing firms (Kesten and Greene, 2007). Experts, however, discourage making sales growth an objective and criterion upon which to base economic policies. The aforementioned usage of sales growth as a basis for gauging the performance of competing firms has fostered a system in which firms make decisions with regard to their operation with careful consideration of the impact of each decision on the sales growth of their competitors.

Empirical Review

Oyedijo (2012) carried out a study on strategic agility and competitive performance using data generated from nine (9) firms in Nigeria's telecommunication industry. A cross-sectional survey design was used by collecting data from a defined population strategic agility data were generated from the questionnaire that was completed by members of the top management team (TMT) of each company. Data on profit growth, sales revenue, financial strength, operating efficiency and performance stability were collected from the

firms' records. Results from the analysis showed a significant relationship between strategic agility and competitive performance of telecommunication firms in Nigeria (with a coefficient of 3.419). It was also found that strategic agility has a significant impact on and is a good predictor of competitive performance (R2 = 0.610).

Akhigbe and Onuoha (2019) conducted a study on strategic agility and organizational resilience of food and beverage firms in Rivers State, Nigeria. The cross sectional survey which is a type of the quasi experimental design was used in this study because the variables were not under the control of the researcher. A total population of 95 managerial employees of the 15 registered food and beverage firms was covered in this work. Data was collected using questionnaire and the data was analyzed using the Pearson Product Moment Correlation statistical analysis. A total of 81 copies of questionnaire which represented 85% of questionnaire distributed was successfully retrieved and used for the study. Thus, the findings revealed a noteworthy relationship between the dimensions of strategic agility (flexibility and accessibility) with the measures of organizational resilience (adaptability and robustness).

Clauss, Abebe, Tangpong, and Hock, (2019) carried out a study on strategic agility, business model innovation and firm performance: an empirical investigation. The empirical investigation of the study was based on survey data gathered from 432 German firms operating in the electronics industry and the findings indicates that strategic agility is positively related to BMI and that this relationship is indeed strengthened by the degree of environmental turbulence. The findings show that, while value proposition and value creation BMIs have positive relationships with firm performance, value capture innovation was negatively related to firm performance; these findings were contrary to our prediction. Finally, the results of our mediation tests indicate that BMI serves as an important intermediary mechanism through which firms' strategic agility contributes to superior firm performance. Ogolla, and Thomas (2017) investigated the relationship between strategic agility and organizational performance and the results showed a significant positive correlation between strategic agility and organizational performance. However, based on the empirical review of the literature this present study hypothesized that:

Ho_1 Strategic agility has no significant relationship with sales growth in the Breweries in Nigeria.

The Moderating Effect of Firm Size on the relationship between Strategic

Agility and Sales Growth

It has been noted by researchers that firm size is a contextual or enabler variable in the use of technologies and that it is common for small manufacturers to lag behind larger manufacturers in implementing new capabilities. There are many reasons why large firms began using flexible manufacturing systems more rapidly than small ones. They have more resources and are better able to take the risks than their smaller rivals. A flexible manufacturing system often costs several million dollars, and specialized engineering personnel are required to introduce and operate such a system (Swamidass and Kotha, 1998). Robbins (1990) argued that large firms face relatively certain environments because they tend to have more power in controlling their environments. Some scholars suggested that large firms are more risk averse and thus are more likely to emphasize a stability orientation (Aldrich & Auster, 1986). Moreover, Quinn and Cameron (1983) demonstrated that large firms have a greater reliance on a formal and bureaucratic structure which may result in cautious and prudent reactions to their environments. Structure and capacity are big issues for firm competitiveness. Many firms do not have the structures or the capacities to survive (that might depend on their maturity, age, or other relevant firm characteristics). If firms are not able to obtain International Organization for Standardisation Standards, they face serious barriers in participating in global or even local supply chains and agile practices.

Early studies showed that large firms correlated with a formal and stable structure (Pugh, 1969). However, through a review of twenty-seven studies covering more than one thousand organizations stated that organizations tended to become more formalized as their size increased. The formalization is usually reflected as more rules, procedures and control processes. On the contrary, small firms tend to have an air of informality and flexibility (Mintzberg 1979). However, control in small firms can be achieved relatively easily through informal face-to-face relationships (Samuel & Mannheim, 1970). Large firms have a higher capacity and necessity for setting up long-term vision, goals and strategies to maintain their advantages, because they tend to have more resources to implement their strategies and they tend to gain more market share and profitability (Quinn & Cameron 1983). On the contrary, small firms are frequently short-term oriented in terms of goals and benefits, because they are short of resources and they operate in more uncertain environments (Robbins, 1990).

Papadogonas (2007) conducted analysis on a sample of 3035 Greek

manufacturing firms for the period 1995-1999. After dividing firms into four size classes he applied regression analysis which revealed that for all size classes, firms' local content programme is positively influenced by firm size. Using a sample of 1020 Indian firms, Majumdar (1997) investigated the impact that firm size has on profitability and productivity of a firm. While controlling for other variables that can influence firm performance, he found evidence that larger firms are less productive but more profitable.

Burson (2007) tested size-profit relationship for firms operating in the financial services sector. The authors examined both linear and cubic form of the relationship. With the linear specification in firm size, the authors revealed negative influence of firm size on its profitability. However, this influence wasn't statistically significant. On the other hand, the authors found evidence of a cubic relationship between ROA and firm size. Using financial and economic data, Ammar (2003) examined the nature of the size-firm relationship on a sample of electrical contractors for 1985-1996 period. Using a first-order autoregressive model built into the error term, the authors found a significant difference in terms of firm size between small, medium and large firms. Namely, they revealed that firm size affect firms grow larger than $50 million in sales. The positive relationship between firm size and profitability was theoretically supported by the economies of scale model, and this justification was prominent in studies by Becker-Blease, Kaen, Etebari, & Baumann, (2010), Babalola (2013), Kartikasari and Merianti (2016).

However, the findings of these studies have been inconsistent and controversial; while some scholars reported a positive relationship, others reported a negative relationship, thus calling for further research. Hence, this study's main contribution is to examine a wide range of factors that may potentially explain the influence of firm size on strategic agility and sales growth. It also aims to fill a methodological gap in Nigeria. However, based on the empirical review of the literature this present study hypothesized that:

Ho_1 Firm size does not moderate the relationship between strategic agility and sales growth of Breweries in Nigeria.

Conceptual Model

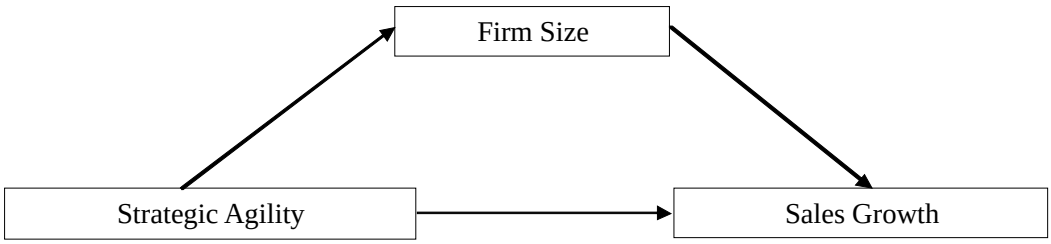

Figure 1: Conceptual model of the study variables
Source: Author's Research Work, 2021

METHODOLOGY

The study adopts quasi-experimental design which is explanatory in nature and it focuses on strategic agility and sales growth with firm size as a moderating variable and as such, its investigation is premised in non-contrived settings, the brewery manufacturing firms' of interest. The target population of this study was consist of the six (6) quoted Breweries in Nigeria Stock Exchange fact Book, these are; Champion Breweries Plc, Guinness Nigerian Plc, International Breweries Plc, Jos International Breweries Plc, Nigerian Breweries Plc and Premier Breweries Plc. However, for the purpose of the inquiry, the study have chosen to include only top managers of this companies to comprise the study element; this includes the following: General Manager, Commercial Manager-Packaging, Division Manager-Productions, Operations Manager-Packaging, Group Finance Manager, Divisional Manager-Market Development, CSR Manager, and Human Resource Manager making forty eight (48) strategic managers cutting across the six companies under study and these was considered as sample size for the study.

More so, primary data for this study was generated through the administration of structured questionnaire instruments to the target population of the study. The questionnaire instrument was structured to capture quantitative data on the variables of the study while the literature of the study was build from studies already conducted by other researchers relating to the present study such as journals, articles, text books and academic writings on the internet and library. The research instrument was subject to content and face validity. The study verifies reliability outcomes through confirmatory test of internal consistency on the instrument with the sample using Cronbach Alpha threshold level, 0.70 which is generally accepted by the rule of thumb (Nunnally, 1978) was considered adequate for the study.

Table 1: Reliability Test Results

S/N	Study Variables/Constructs	Cases	Cronbach's Alpha Coefficients
	Strategic Agility	9	0.969
	Sales Growth	3	0.936
	Firm Size	3	0.932

Source: SPSS Result, 2021

The results on both variable raging between the values of 0.92 – 0.97 implies that the items in the constructs were found reliable for data analysis and making generalization to the study area. The Spearman Rank Order Correlation Coefficients was used to test the correlation relationship while Partial Correlation-zero order Coefficients was used to test the moderating effect of firm size with help of statistically package for social science. The decisions to accept or reject the hypotheses were base on the probability values of (0.05 level of significant) and the 95% level of confidence in order to draw conclusion.

ANALYSIS AND RESULTS

Univariate Analysis

Table 2: Analysis for Individual Study Variables

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Firm Size	44	9.0682	2.43423	.130	.357	-.773	.702
Sales Growth	44	10.4091	3.43930	-.742	.357	-.868	.702
Strategic Agility	44	28.5000	9.87009	-.637	.357	-1.022	.702
Valid N (listwise)	44						

Source: SPSS Result, 2021

Table 2 indicates the summary of descriptive statistics on the study variables which are firm size, sales growth, and strategic agility. Both study variables were scaled on a 5-point Likert scale with both variables and has a mean values of >3.0 indicating a substantial affirmation to firm size with mean score x=9.06, sales growth x=10.40 and strategic agility x=28=.50 within the study area. The value of skewness was within the acceptable range suggested by Kline (1998) (+3 to -3). However, from the response rate using descriptive statistics such as mean, standard deviation and skewness; it observed that firm size, sales growth, and strategic agility is high and significant considered as strong phenomenon in the Breweries in Nigeria.

Bivariate Analysis

The correlational analysis was established using Spearman Rank-Order Correlation Coefficient technique at a (95%) level of confidence interval and 0.05% level of significance to examine the bi-direction between strategic agility and sales growth in the study.

Table 3: Showed Correlations Analysis on Strategic Agility and Sales Growth

Correlations

			Strategic Agility	Sales Growth
Spearman's rho	Strategic Agility	Correlation Coefficient	1.000	.982**
		Sig. (2-tailed)	.	.000
		N	44	44
	Sales Growth	Correlation Coefficient	.982**	1.000
		Sig. (2-tailed)	.000	.
		N	44	44

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Result, 2021

Ho_1 Strategic agility has no significant relationship with sales growth in the Breweries in Nigeria

Table 3 showed the correlation results of Spearman Rank-Order Correlation Coefficients (*rho*) between strategic agility and sales growth. From the analysis

the result showed that strategic agility with (r = 0.982, P-v= 0.000 < 0.05) has a very strong positive and significant relationship on sales growth in the Breweries in Nigeria. The correlation coefficient with a significance level of (P=v=0.000 < 0.05%) observed that; strategic agility has a strong positive and significant relationship with sales growth; therefore, the null hypothesis is hereby rejected and restated that strategic agility has a strong positive and significant influence on sales growth in the Breweries in Nigeria.

Multivariate Analysis

The analysis was to ascertain the moderating effect of firm size on the relationship between strategic agility and sales growth. The study utilized partial correlation zero-order coefficient in ascertaining the significance of moderation at a p < 0.05 where control is statistically significant and a p > 0.05 indicating that control is statistically insignificant.

Table 4: Moderating Effect of Firm Size on the relationship between Strategic Agility and Sales Growth

Correlations

Control Variables			Strategic Agility	Sales Growth	Firm Size
-none-[a]	Strategic Agility	Correlation	1.000	.987	.906
		Significance (2-tailed)	.	.000	.000
		Df	0	42	42
	Sales Growth	Correlation	.987	1.000	.894
		Significance (2-tailed)	.000	.	.000
		Df	42	0	42
	Firm Size	Correlation	.906	.894	1.000
		Significance (2-tailed)	.000	.000	.
		Df	42	42	0
Firm Size	Strategic Agility	Correlation	1.000	.931	
		Significance (2-tailed)	.	.000	
		Df	0	41	
	Sales Growth	Correlation	.931	1.000	
		Significance (2-tailed)	.000	.	
		Df	41	0	

a. Cells contain zero-order (Pearson) correlations.

Ho_2 Firm size does not moderate the relationship between strategic agility and sales growth in the Breweries in Nigeria.

Table 4 showed the partial correlation result on the relationship between strategic agility and sales growth, while controlling for firm size with sample size of (n = 46). The zero-order correlation result showed that firm size (r=0.906, at P-v =0.000) has a strong effect on the relationship between strategic agility and sales growth in the Breweries in Nigeria. However, the partial correlation result indicates strategic agility (*r*-v= 0.931) has a very strong positive and significant relationship with sales growth while controlling for firm size (*r*-v= 0.906), at P-v <0.000; the result indicates a very strong and positive effect of firm size on the relationship between strategic agility and sales growth in the Breweries in Nigeria.

DISCUSSION OF FINDINGS

The study utilized descriptive and inferential statistical techniques to examine how firm size moderate the relationship between strategic agility and sales growth in the Breweries in Nigeria. In general, the findings in the bivariate analysis showed a very strong and positive relationship between the two study variables. This infers that an increase in strategic agility brings about a change in the level of sales growth in the Breweries in Nigeria. The results further indicate that firm size strongly influences the relationship between strategic agility and sales growth in the Breweries under study. The findings also affirmed previous studies in the literature. Oyedijo (2012) concluded that significant relationship between strategic agility and competitive performance. It was found that strategic agility influences the competitive performance of telecommunication firms in Nigeria (with a coefficient of 3.419). the study further corroborate with findings of Akhigbe and Onuoha (2019) whose findings revealed a noteworthy influence of strategic agility with the measures of organizational resilience. The findings also corroborate with previous works in the literature from the conclusion of Ammar (2003) firm size affect firms to grow larger than $50 million in sales. The positive relationship between firm size and profitability was theoretically supported by the economies of scale model, and this justification was prominent in studies by (Becker-Blease, Kaen, Etebari, & Baumann, 2010). The findings of Burson (2007) which tested firm size and profit relationship for firms operating in the financial services sector. The authors examined both linear and cubic form of the relationship and identify with the linear specification in firm size, the authors revealed negative influence of firm size on its profitability.

CONCLUSION AND RECOMMENDATION

The study examines the moderating effect of firm size on the relationship between strategic agility and sales growth in Breweries in Nigeria. Going by the results and the related findings; the study therefore concluded that: strategic agility has a strong relationship with sales growth in Breweries in Nigeria. Firm size strongly influences the relationship between strategic agility and sales growth as manifest variable in Breweries in Nigeria. The study further concluded that in the Breweries taking all the explanatory variables of strategic agility, constant; a unit change in strategic agility strongly explained the variation of sales growth. It recommends that size of firm need to be considered when making strategic decision in terms of strategic planning in the Breweries Nigeria. The capacity and firm resource need to be consider when using flexible manufacturing systems in enable large firms take risk and encourage their smaller rivals in the sector.

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