

SUPPLY CHAIN INTEGRATION AND MARKETING PERFORMANCE OF FAST-FOOD FIRMS IN RIVERS STATE

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ABSTRACT

This study investigated the relationship between supply chain integration and marketing performance and the moderating influence of information technology capability in the relationship between supply chain integration and marketing performance. The study was conducted in fast-food industry in Rivers State. Supply chain integration was decomposed into internal, supplier, customer, information, and relationship integration, while marketing performance was proxied by market share and customer satisfaction. Eleven research hypotheses were thus formulated to guide the study. Questionnaire served as instrument for primary data collection. 280 management staff of 10 fast-food firms participated in the study. The psychometric integrity of the instrument and trustworthiness of qualitative data were established. The study employed partial least square – structural equation modelling to evaluate the measurement and structural aspects of the model, with the help of SPSS and SmartPLS 3.2.6. All aspects of supply chain integration were found to have positive significant correlation with indicators of marketing performance. The study also found that information technology capability enhances the relationship between supply chain integration and marketing performance. Thus, the study concludes that supply chain integration relates to marketing performance of fast-food firms in Rivers State, and that information technology capability strengthen the relationship between supply chain integration and marketing performance. The study recommends that fast-food firms in Rivers State that seek improved marketing performance in terms of market share and customer satisfaction should leverage supply chain integration in the form of internal integration, supplier integration, customer integration, information integration and relationship integration.

Keywords: Customer integration, customer satisfaction, information integration, internal integration, marketing performance, market share, relationship integration, supply chain integration

INTRODUCTION

Supply chain integration is trend among fast-food firms. As the contemporary operating environment become increasingly uncertain, turbulent and hypercompetitive, managing risk has become an important management, marketing, and supply chain management topic for researchers and practitioners in lieu of its potency to orchestrate business survival and resilience over time (Li et al., 2021; Amue & Ozuru, 2014). Thus, firms have continually sought ways to predict and fortify their resilience. The resource-based view (RBV) identified dynamic capabilities as a major source of sustainable competitive advantage and long-term resilience (Kilimci et al., 2019). Dynamic capacities enable firms to swiftly produce situation-specific new knowledge according to level of environmental dynamism (Nurdin, 2019). Firms' ability to integrate their supply chain ion is a key dynamic capability.

Scholars affirm that supply chain integration is a critical construct that has profound implication on marketing performance (Huo, 2012; Turkulainan & Ketokivi, 2012; Zhao et al., 2013; Haug et al., 2014). Many researchers have carried out studies on supply chain integration. Ozdemir and Aslan (2011) examined supply chain integration, competitive capability and organizational competitiveness in Turkey. Ely and Livia (2011) studied the relationship between manufacturing integration and performance from an activity

oriented point of view in Sao Leopoldo, Brazil. Conny and Simon (2013) conducted a quantitative research on customer and supplier integration in innovation process in Swedish manufacturing firms. Roxana (2016) investigated supply chain integration and performance in Romania. Other scholars studied the role of supply chain integration in improving operational performance in the manufacturing Industry (Danese & Romano, 2011; Devaraj et al., 2007; Flynn et al., 2010).

It is pertinent to mention that most studies on supply chain integration are foreign and the few carried out in Nigeria were not in the domain of fast-food firms and does not capture supply chain integration and organizational competitiveness together. Again, in all studies conducted within and outside Nigeria, Information Technology (IT) capability was not used as a contextual factor. In view of the above, scholars critically observed that the study of supply chain integration has not been applied in all sectors of the economy that crave attention (Zhao et al., 2011; Liu et al., 2013). Other scholars support the need for extending the study of supply chain integration to other fields in order to foster development (Zhao et al., 2008; Yeung et al., 2008; Flynn et al., 2010; Gimenez et al., 2012; Van Donk & Van der Vaart, 2015).

It is puzzling that there is scarcity of empirical investigation on supply chain integration and marketing performance of fast-food firms. In spite of the role of supply chain integration in bringing about supply chain effectiveness. This is the gap this study intend to fill in the literature. Thus, the study seeks to ascertain the nexus between supply chain integration and marketing performance using internal integration, supplier integration, customer integration, information integration, and relationship integration as dimensions of supply chain integration, while market share and customer satisfaction are used as indicators of marketing performance. The study focused on fast-food firms in Nigeria.

LITERATURE REVIEW

Theoretical Framework

This study is anchored on three theories: Social Network Analysis (Lewin, 1936), Transaction-Cost Economics (Coase, 1937), and Resource-Based View (Penrose, 1959).

Social network analysis (SNA) theory

SNA is a branch of sociology which studies the collections of individuals and the linkages among them. SNA theory is the representation of series of nodes which describe an individual, a team, an organization, a community or a country and the lines defines the relationship that exist between them based on preferences or necessity (Sandru, 2012). According to researchers, connections in social networks make it easier to see and explore people, as well as the features of networks that define their positions (Zhu, watts & Chen, 2010).

SNA's focus is on improving the capabilities of each element in a constellation of organizations while also creating a common vision and increasing team/elements cohesiveness (Shafiee et al, 2014). As a result, network leaders function as distributors, projecting an image of themselves as a supply chain with efficient integration and collaboration among members in order to increase their strength and decrease their vulnerabilities. Because of the similarities between SNA and the social resource theory (SRT), entrepreneurs and other social team players may use resources they do not have, such as financing, materials, labor, knowledge, etc. by forming social connections.

Transaction-Cost Economics (TCE)

TCE theory has its origins in a series of development between 1930 and 1970 in economics (Commons, 1932; Coase, 1937; Simon, 1951; Arrow, 1969). Its bearing was derived from organization theory (Barnard, 1938; Simon, 1947; Selznick, 1962), contract law (Llewellyn, 1931), and business history (Charndler, 1962). To execute a transaction, two or more parties must communicate with one another. A basic market exchange is what we have here (Commons, 1932). Transaction costs, according to Fisher (1977), have comparative institutional relevance only if they vary among governance forms.

According to Coase (1937), transaction costs were first brought to firm and market research, and firms and markets were seen as different ways of coordinating production (Coase, 1937). Resources, according to Coase (1937), are allocated through a pricing mechanism, with the allocation being influenced by the coordination of entrepreneurial efforts. This theory is used as a supporting theory in this research on how marketing performance of fast-food firms may be enhanced by integrating nodes in their supply chains.

Resource-Based View (RBV)

RBV is founded on the theory of the growth of the firm (Penrose, 1959). The theory holds that the set of unique resources possessed by firms differentiate them from competitors and enable them to excel (Barney, 1991). Wernerfelt (1984) support this view by stating that firm consists of a bundle of resources. This view was also supported by other scholars (Prahalad & Hanel, 1990; Grant, 1991). According to RBV, companies compete based on the resources and competencies available to them (Peteraf & Bergen 2003). This is in line with other academics who believe that companies beat their competitors because they have a competitive edge over their rivals (Porter, 1980; Barney 1991).

Durability, transparency, transferability, and dependability are all characteristics of RBV (resources and capabilities) that are important to maintaining competitive advantages (Barney, 1991; Grant, 1991; Peteraf, 1993). Firms' resources are seen by RBV as assets or processes controlled by firms that may be utilized to execute plans (Learned et al., 1969; Draft, 1983; Barney, 1991; Mata et al., 1995).

To better serve their target markets and remain competitive in today's operating milieu, organizations must go beyond designing and executing strategies. They must create partnerships with other businesses that will help them gain competitive edge. SNA (which focuses on connectedness as a strategy to enhance successful service delivery), TCE (which focuses on cost of transaction) and RBV (which focuses on resources required for competitive advantage provides) suggests that effective IS holds the key to competitiveness of firms, hence, constitute adequate baseline theories for the current study.

Concept of Supply Chain Integration

Supply chains represents constellation of activities and parties involved in meeting customer demand. Parties in a supply chain often include the manufacturer and suppliers, distributors, wholesalers, retailers, and end users. Core activities in a supply chain are receiving and fulfilling customers' orders (Chopra & Meindl, 2007; as cited in Hendijani & Saei, 2020).

Supply chains integration refers to the level of intentioned collaboration and management of internal and external organizational processes in the supply chain (Flynn et al., 2016). Some scholars consider supply chains integration as an approach to integrating information among suppliers, manufacturers, distributors, and customers (Hendijani & Saei, 2020); while others emphasize material flows and components, and yet others focus on information, resources, and cash flows (Flynn et al., 2016). Supply chain integration benefits firms in terms of improving financial performance, increasing customer satisfaction and raising market share (Hendijani & Saei, 2020).

Generally, supply chain integration involves cooperation across functional units of partner firms through information sharing that enable better understanding and fulfilment customers' needs (Flynn et al., 2016). In this study, we look at supply chain integration from the lenses of internal integration, supplier integration, customer integration, information integration and relationship integration.

Marketing Performance

Marketing performance is the wellness of an organization based on results of marketing activities and programmes measured against nominated marketing goals or compared to marketing results achieved by competing firms (Ateke & Nwulu, 2017). Marketing performance is also viewed as a measure of the extent to which a firm achieve its marketing objectives. Marketing performance is also conceived as the efficacy and efficiency of an organization's marketing initiatives in relation to marketing objectives including customer satisfaction, sales growth and market share (Ateke & Nwulu, 2017). In this study, marketing

performance represents the extent to which the firm achieve its market-related (market share) and customer-related (customer satisfaction) goals.

Marketing is a core function of organisations, hence has been under increased pressure to evaluate its performance in relation to its programmes and activities. Thus, several marketing performance metrics have been designed to assess the impact of marketing actions (Ateke & Nwulu, 2017). The need to defend a company's marketing investments is becoming more pressing for marketing professionals. The attainment of certain marketing goals enable firms remain relevant in the marketplace, hence, are important when assessing market performance. In this study, marketing performance is proxied by market share and customer satisfaction.

Supply Chain Integration and Marketing Performance

This section of the study presents literature related to the variables in focus. There is scarcely any previous study that directly addresses supply chain integration and marketing, but there are studies that have addressed supply chain integration in different contexts using other criterion variables. In the same vein there are studies that have investigated marketing performance using other predictor variables. Some of these studies are reviewed below. Supply chain integration exists when specialized units within and across firms are interdependent and function cooperatively. It is focused on strengthening units or departments in order to satisfy target audiences. In other words, the complementary function of two or more departments or firms to achieve set goals is supply chain integration (Griffin & Hauser 1996). This complementary efforts lead to information flows between function departments which will enhance effective integration (Griffin & Hauser, 1996).

Studies have revealed that integrating suppliers into the decision making process in an organization add value to the design of new products and positively enhance firm's ability to innovate as a result of resources and information obtained from suppliers (Ragatz et al., 2002; Un et al., 2010). The impact of IT competence on supply chain integration and performance was studied by Zhang et al. (2016). The study observed that IT capability improve supply chain performance by decreasing transaction costs, facilitating smooth information flows, and increasing responsiveness. Therefore, IT skill is important to the present investigation, since it was employed as a moderating variable in previous research.

The integration of customers into the main stream benefit firms in terms of information sharing on how best to achieve effective service delivery. Burnett (2012) notes that the identification of customer need, and satisfying those need is one of the greatest achievements that organizations successful. This implies that giving attention to consumers by always making products available. Griffin and Hauser (1993) observed that firm's ability to innovate is a function of information obtained from customers.

Won et al. (2007) studied supply chain links including customers, suppliers, and internal business operations. The study focused on 122 U.S. manufacturing enterprises and found that supply chain's primary tactic for cutting costs was internal integration, while supplier integration improves operational performance. Some of the dimensions utilized in the present research were also employed in this investigation, thus they are intertwined. It is enough to say that the study provides inspiration for the current investigation by demonstrating the relationship between the explanatory variable, its dimensions, and the criterion variable, as well as the ways in which performance is improved by appropriately incorporating relevance variables.

Many researches have been conducted on information integration. Using information integration, managers may look at the organization as a whole rather than as a collection of functionally disconnected parts, according to Bagchi and Skjoett-Larsen (2002). Information integration is defined as how much operational, tactical, and strategic information a company exchanges with its supply chain partners, according to Raj et al. (2006). Evans (2015) looked at how information systems affected the Rwandan pork

processing industry's performance. The results revealed a good correlation between internal variables, supplier and customer integration, and competitiveness of the firms surveyed.

Customer demand, sales predictions, production deadlines, delivery timelines, and performance measurements were as areas where information was exchanged by players in a supply chain. Zhao (2015) investigated the relationship between information systems and financial success of manufacturing firms in China. The study demonstrated that information systems had a key role in financial success of manufacturing firms in China. According to the findings, management that makes use of strategic partnerships with information systems is more successful financially.

Also, Amue and Ozuru (2014) investigated the relationship between information systems and organizational performance in Nigeria's oil and gas sector. The findings showed that in Nigeria's oil and gas sector, there is a significant association between information systems and organizational performance.

Relationship integration is very important components of SC. Relationship integration focuses on the interaction between the major actors in the organization and its external customer and supplier in the supply chain to ensure effective performance in business organization. Managers may see the company as a whole instead of a collection of functionally unconnected components by using information integration (Bagchi & Skjoett-Larsen, 2002).

In view of the forgoing, we hypothesize that:

HO₁: Internal integration has no significant correlation with market share of fast-food firms in Port Harcourt.

HO₂: Internal integration has no significant correlation with customer satisfaction of fast-food firms in Port Harcourt.

HO₃: Supplier integration has no significant correlation with market share of fast-food firms in Port Harcourt.

HO₄: Supplier integration has no significant correlation with customer satisfaction of fast-food firms in Port Harcourt.

HO₅: Customer integration has no significant correlation with market share of fast-food firms in Port Harcourt.

HO₆: Customer integration has no significant correlation with customer satisfaction of fast-food firms in Port Harcourt.

HO₇: Information integration has no significant correlation with market share performance of fast-food firms in Port Harcourt.

HO₈: Information integration has no significant correlation with customer satisfaction of fast-food firms in Port Harcourt.

HO₉: Relationship integration has no significant correlation with market share of fast-food firms in Port Harcourt.

HO₁₀: Relationship integration has no significant correlation with customer satisfaction of fast-food firms in Port Harcourt.

The study envisages that the connection between supply chain integration and marketing performance will be moderated by information technology capability, thus, it is further hypothesized that:

HO₁₁: Information technology capability has no significant influence on the correlation between supply chain integration and marketing performance of fast-food firms in Port Harcourt.

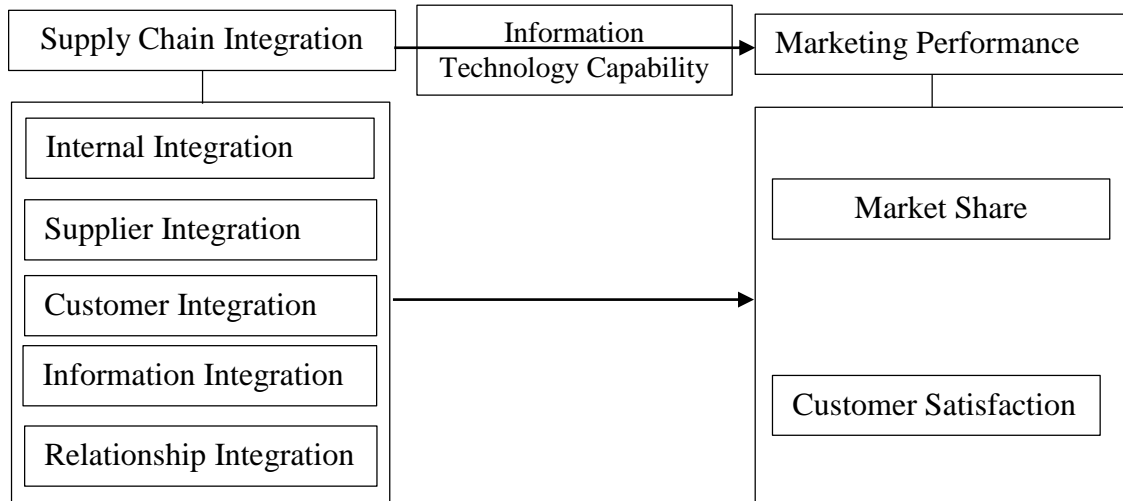


Fig. 1: Conceptual Framework of the Study.

Source:

Dimensions of supply chain integration adapted from Donald, Closs and Stank (2000); Stank, Keller and Closs (2001). Measures of marketing performance adapted from Ambler, Kokkinaki and Puntoni (2004).

METHODOLOGY

This study adopted a survey method. The population of the study comprised 10 fast-food firms, (Genesis Restaurant, Skippers Fast-food, Kilimanjari Foods, Wingside, Chicken Republic, 4gee’s Chicken Fast-food, Fabians Fast-Food, and Restaurant, Dacota Resaturants, The Promise, and Tantalizers) in Rivers State. The study took a census. The study collected primary data through questionnaire. Copies of questionnaire containing questions related to supply chain integration, marketing performance and information technology capability were structured and distributed to two hundred and eighty (280) respondents in the 10 fast-food firms.

The face validity of the research instrument, it was subjected to thorough scrutiny by industry experts (Kimberlin & Winterstein, 2008). For content validity, experts in the field confirmed that all the observable indicators adequately reflect theoretical domain of the construct (Bollen, 1989; Kimberlin & Winterstein, 2008). Proof of both convergent validity and discriminant validity of the instrument are shown in fig. 2. To determine the reliability of the instrument, a pilot study was carried out by administering copies of questionnaire to respondents at selected fast-food firms in Rivers State, which were not part of the study. The retrieved copies were coded and responses keyed into SPSS Version 22.0 which was used to generate the reliability Coefficient. All the sub-constructs recorded Cronbach’s alpha value greater than the minimum threshold (0.70).

PLS 3.2.6 prescribe by Riggle et al. (2015) was adopted to examine individual items and their loadings to ensure that all loadings meets the minimum cut-off recommended by Hulland (1999). Partial Least Squares (PLS) – Structural Equation Modelling (SEM) served as test statistics with the aid of Smart PLS 3.2.6.

RESULTS AND DISCUSSION

Table 1: Questionnaire Administration and Retrieval

Activities	Number of Occurrences	Percentage of Occurrences
Copies of Questionnaire distributed	280	100
Copies of Questionnaire retrieved	221	78.9
Copies of Questionnaire not retrieved	59	21.1
Copies completed but not useable	3	1.1
Copies completed and usable	218	77.9

Source: Field Work

Table 1 indicates that a total of 280 copies of questionnaire were distributed, out of which a total of 221 (78.9%) copies were retrieved. 59 copies (21.1%) were not retrieved because the respondents did not fill them. Out of the 221 copies retrieved, 3 (1.1%) were discarded because one had missing responses while two were suspected to be completed by highly biased respondents, who ticked “strongly agreed” all through the options. A case-wise deletion method (Malhotra, 1999) was used to treat missing responses, whereby only cases with complete records or equivalent number of cases were included so that data entry will be consistent. On the whole, 218 copies representing 79.9% of questionnaire distributed, were accepted for entry and subsequent analysis.

Model Specification for Partial Least Square (PLS)-Structural Equation Modelling (SEM)

Fig. 2 shows the outer loadings (I_k) of the manifest dimensions of supply chain integration and measures of marketing performance, as well as items on information technology capability.

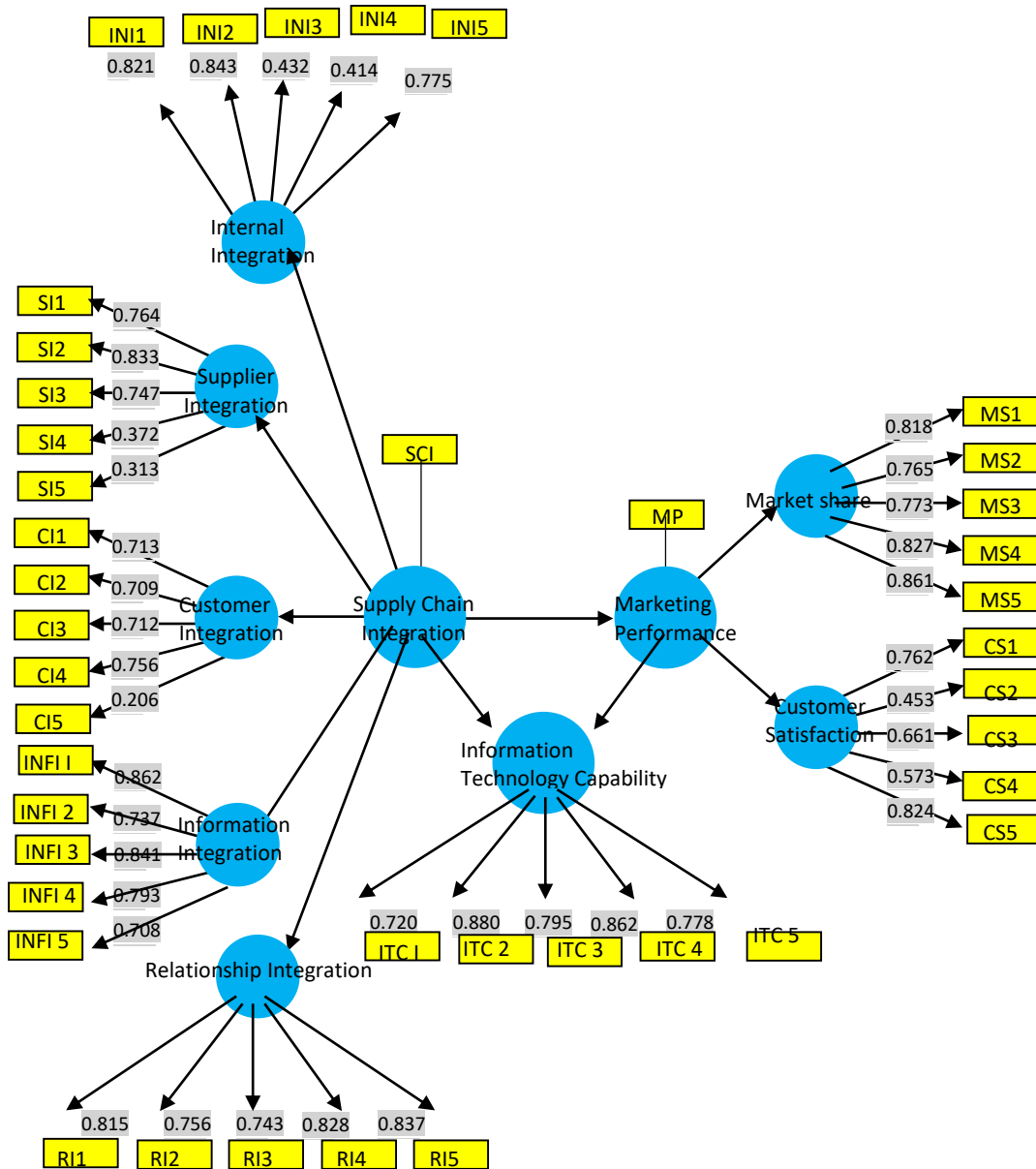


Fig. 2: Smart PLS 3.2.6 output for outer loadings of indicators

Fig. 2 shows that, with respect to the dimensions of supply chain integration, all response items for internal integration satisfied the threshold condition of 0.70 (Hulland, 1999) except INI_3 ($l_k = 0.432$) and INI_4 ($l_k = 0.414$). All items for supplier integration satisfied the threshold condition except SI_4 ($l_k = 0.372$) and SI_5 ($l_k = 0.313$). All indicators for customer integration satisfied the threshold condition of 0.70 except CI_5 ($l_k = 0.206$). All items for information integration met the threshold condition of 0.70 with the highest being $INFI_1$ ($l_k = 0.862$) and the lowest being $INFI_5$ ($l_k = 0.708$). Moreover, all indicators for relationship integration satisfied the threshold condition of 0.70 with the highest being RI_5 ($l_k = 0.837$) and the lowest being RI_3 ($l_k = 0.743$).

Pertaining to the measures of marketing performance, all referents for market share satisfied the threshold condition of 0.70 with the highest being MS_5 ($l_k = 0.861$) and the lowest being MS_2 ($l_k = 0.765$). Moreover, only two out of the five indicators of customer satisfaction satisfied the threshold condition of 0.70, which include CS_1 ($l_k = 0.762$) and CS_5 ($l_k = 0.824$). Further on the outer loadings, all items of information technology capability satisfied the threshold condition of 0.70 with the highest being ITC_2 ($l_k = 0.880$) and the lowest being ITC_1 ($l_k = 0.720$).

Finally, when the factor loadings were squared (indicator reliability), all response items of the model explained more than 50% of the indicator's variance except INI_3 ($l_k^2 = 0.179$), INI_4 ($l_k^2 = 0.171$), SI_4 ($l_k^2 = 0.138$), SI_5 ($l_k^2 = 0.098$), CI_5 ($l_k^2 = 0.042$), CS_2 ($l_k^2 = 0.205$), CS_3 ($l_k^2 = 0.437$) and CS_4 ($l_k^2 = 0.328$).

Tests of Hypotheses and Evaluation of Structural Path Significance

11 hypotheses comprising two clusters (five hypotheses on each cluster), and a separate one on the moderating effect, were tested. Table 2 shows the results as reflected in path relationships, path coefficients, standard errors and *t*-statistics.

Table 2: Results of Hypotheses Testing

Null Hypothesis	Path (Relationship)	Path Coefficient (β)	Standard Error	<i>t</i> -Statistic	Decision
H ₀₁ :	INI -> PA	0.371	0.172	4.103	Reject Null
H ₀₂ :	SI -> PA	0.346	0.101	2.531	Reject Null
H ₀₃ :	CI -> PA	0.302	0.009	3.003	Reject Null
H ₀₄ :	INFI -> PA	0.274	0.074	2.122	Reject Null
H ₀₅ :	RI -> PA	0.323	0.120	1.991	Reject Null
H ₀₆ :	INI -> CS	0.383	0.011	1.968	Reject Null
H ₀₇ :	SI -> CS	0.374	0.104	3.370	Reject Null
H ₀₈ :	CI -> CS	0.314	0.007	2.355	Reject Null
H ₀₉ :	INFI -> CS	0.300	0.133	2.738	Reject Null
H ₀₁₀ :	RI -> CS	0.362	0.067	3.367	Reject Null
H _{011a} :	IS -> OC	0.391	0.040	1.974	Reject Null
H _{011b} :	ITC -> OC	0.210	0.192	2.003	Reject Null

Note: INI = Internal Integration, SI = Supplier Integration, CI = Customer Integration, INFI = Information Integration, RI = Relationship Integration, ITC = Information Technology Capability, MS = Market share, CS = Customer Satisfaction. T-statistic greater than 1.96 at 0.05% level of significance.

Source: SmartPLS 3.2.6 output on research data, 2021

The results on internal integration, and Market share revealed that ($\beta = 0.371$, $t = 4.103$). This shows that a significant positive relationship exist between INI and MS. This finding is supported by chen and Paulraj (2004) and Kahn and Mentzer (1996) which submit that the integration of internal units in an organization enhances effective production which in turn impacts market share.

The results on supplier integration and market share show that ($\beta = 0.346$, $t = 2.531$) this shows that SI has a positive, moderate and significant relationship with market share. This finding supports that of Boon-Itt and Wong (2011) that joint efforts in developing products supports market share growth.

Customer integration and market share has ($\beta = 0.302$, $t = 3.003$). This indicates that there is a significant positive association between CI and MS. This result affirms the stance of Buttgen (2009) that active integration of customers in product development enhances efficiency of organizations. The result on information integration and market share shows ($\beta = 0.274$, $t = 2.122$). This implies that a significant relationship exists between the two variables. This finding is in consonance with that of Bagchi and Skoett-Larsen (2002) that information integration or sharing among members in the supply chain enhances the market share of individual players in the chain.

On relationship integration and market share, the results revealed that ($\beta = 0.323$, $t = 1.991$). This shows a positive and significant association between the variables. This is in agreement with the view of Maloni and Benton (1997) who posits that relationship is created to increase operational performance, including market share of channel members.

Results in Table 2 also indicate the outcome of relationship between dimensions of supply chain integration and customer satisfaction. The results show that internal integration and customer satisfaction has $\beta = 0.383$ and $t = 1.968$, while the $R^2 = 0.349$. This implies that internal integration has a significant positive relationship with customer satisfaction. This result supports the claim of Parlaraj (2004) that through internal integration, firms can collaborate across traditional functional boundaries to provide better customer services.

The results on supplier integration and customer satisfaction as indicated in Table 2 revealed a $\beta = 0.374$, $t = 3.370$, and $R^2 = 0.349$. These values imply a significant positive relationship between supplier integration and customer satisfaction. This finding supports the claims of Ragatz et al. (2002) that supplier integration influences a firm's ability to innovate and to serve customers more satisfactorily.

Results on customer integration and customer satisfaction indicate $\beta = 0.314$, $t = 2.355$, and $R^2 = 0.349$. This implies a significant positive association between the variables. This result coheres with the argument of Cohen et al. (2002) that 90% of production of goods and services made by firms are derived from customers as initiators.

Results on information integration and customer satisfaction revealed a $\beta = 0.300$, $t = 2.738$, and $R^2 = 0.349$. This implies that INFI has a positive, weak, and significant relationship with CS. Barratt and Oke (2007) asserts that information sharing among functional units enhances effective service provision which in turn enhances customer satisfaction.

The results on relationship integration and customer satisfaction show $\beta = 0.362$, t -value 3.367, and $R^2 = 0.349$. This shows a positive significant relationship between the variables; and aligns with the submission of Prayogo and Olhager (2012) that relationships among channel members enhance effective service delivery to customers, which in turn produces satisfaction.

Results on supply chain integration and marketing performance upon introduction of information technology capability show $\beta = 0.453$, t -value = 3.171. The moderating effect is shown as marketing performance = $\beta = 0.128$, t -value = 1.969. This indicates that the relationship between supply chain integration and marketing performance is significantly bounded by information technology capability. This result supports that of Amid et al. (2007) that information technology capability plays a major role by integrating and coordinating members of a supply chain and impacts competitiveness of firms.

CONCLUSION AND RECOMMENDATIONS

This study reveals that supply chain integration significantly enhances marketing performance. The five dimensions of supply chain integration accommodated in the theoretical model significantly promote

market share. Meanwhile, relationship integration followed-by internal integration account for much of variation in market share, while information integration, supplier integration and customer integration contribute less. Therefore, the study emphasize that information integration is more significant than internal integration, supplier integration and customer integration in bringing about market share improvement. However, relationship integration is the most pertinent contributor to market share improvement.

Based on the above points, the studies rely on resource-based view theory to state that supply chain integration has a causal relationship with marketing performance. The study finds empirical evidence to the idea that features of supply chain integration covered, are critical to enhanced marketing performance. It could be recalled that integration in supply chain aids effective marketing performance in terms of achievement of objectives bordering on market share and customer satisfaction.

The findings and conclusions that is derived from this study have implications that are quite important. The central theoretical implication of this study is based on the conclusions that in a competitive business environment, varying degrees of supply chain integration are needed for varying levels of marketing performance. This is because integrated supply chains offer opportunities for improving accuracy of demand information, which reduces manufacturers' product design and production planning time and inventory obsolescence, and allow for more responsiveness to customers' needs.

Based on the implication of the study outcomes, the following recommendations are made:

- 1) Fast-food firms should strategically align their internal and external functions and business processes for effective and efficient service delivery. This is based on the observation that supply chain integration improves market share.
- 2) Fast-food firms should ensure greater interaction, cooperation and collaboration in their production, purchasing and logistics activities so as to cause expand their market share and deliver greater satisfaction to customers.
- 3) Fast-food firms should ensure that they allow mutual participation of customers and strategically distribute data, information and knowledge that will enable them expand their market share.
- 4) Management of fast-food firms should ensure customers are satisfied with their service delivery by proactively orchestrating internal integration, supplier integration, customer integration, information integration and relationship integration.

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