GLOBAL SUPPLY CHAIN MANAGEMENT AND BUSINESS GROWTH OF QUOTED MULTINATIONAL MANUFACTURING COMPANIES IN SOUTH-SOUTH, NIGERIA

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ABSTRACT: This study explored the relationship between global supply chain management and business growth of quoted multinational manufacturing companies in South-South Nigeria. The study adopted the correlational research design. The population of the study consisted of 28 quoted multinational manufacturing companies in South-South Nigeria. The census sampling technique was adopted in this study. The sampling unit comprised managers of the 28 quoted multinational manufacturing companies in South-South Nigeria. A sample size of 140 managers was drawn from the 28 quoted multinational manufacturing companies at the ratio of 5 managers per company. A structured questionnaire was used as the main instrument for data collection. The data collected were analysed statistically, while the hypotheses were tested using the Pearson Product Moment Correlation Coefficient and SPSS version 26. The findings revealed that global sourcing has a significant relationship with the market share growth of quoted multinational manufacturing companies in South-South Nigeria. The study also found a significant relationship between global sourcing and profitability growth of quoted multinational manufacturing companies in South-South Nigeria. A significant relationship was equally reported between global distribution and market share growth of quoted multinational manufacturing companies in South-South Nigeria. The study also discovered a significant relationship between global distribution and profitability growth of quoted multinational manufacturing companies in South-South Nigeria. Based on these findings, it was concluded that global supply chain management (global sourcing and global distribution) is significantly related to the business growth of quoted multinational manufacturing companies in South-South Nigeria. Therefore, it is recommended that quoted multinational manufacturing companies in Nigeria should manage their global supply chain activities using strategies and methods that are different from those used in managing their domestic supply chain activities, as it would enhance business growth.

KEYWORDS: Global supply chain management, global sourcing, global distribution, business growth, market share growth and profitability growth.

INTRODUCTION

One of the most remarkable achievements a company can ever make is to expand its operations to the global market and achieve business growth. By expanding its operations to the global market, a company can increase its global reach, increase its market share and build a strong global reputation for itself (Agustiansyah et al., 2023). This global expansion allows companies to establish themselves as global brands and build a long-term relationship with the diverse global audience. The entry into different countries or foreign markets enables companies to exploit new opportunities in the global market, capture new global market segments and achieve business growth (Husnah et al., 2022). Many companies are determined to achieve business growth, and for this reason, they have explored various options and strategies to realise this dream. Some manufacturing companies have expanded their businesses to their global market in order to capture new global market segments, increase their market share and achieve business growth.

The emergence of globalisation and technological advancement has made many companies enter into the global market. Many manufacturing companies are now participating in the international area, purchasing their raw materials from international suppliers, setting up their manufacturing factories across their national boundaries and selling their finished products to international customers (Mbonimana & Esapa, 2021). Manufacturing companies from different countries have taken advantage of globalisation to streamline their supply chain networks and processes as raw materials, finance, manufacturing plants and information pass through different legal, cultural and geographical environments (Nguyen et al., 2020). Compared to domestic supply chain management, global supply chain management is a more complex activity, as it involves a wide scope of activity, such as the movement of raw materials and finished products from one national boundary to another through the use of vessels or any other means of transportation. This long-distance movement of raw materials and finished goods makes the management of global supply chains more complex and riskier, than domestic supply chain management (Mutangile, 2019).

Global supply chain management requires huge capital investment and more resource commitment, which makes this activity riskier than domestic supply chain management (Rajah et al., 2018). The different economic, social, cultural, legal, natural and political environments and the variation of time zones make global supply chain management more complex than domestic supply chain management (Pham et al., 2016). Furthermore, the management style, technology involvement, equipment, customs duties, certifications, and conventions also contribute to the complex nature of global supply chain management (Msimangira & Tesha, 2014). All these challenges present a huge risk for manufacturing companies when managing their global supply chain networks. However, for manufacturing companies to effectively manage their global supply chain network, they need to come up with a strategy that is completely different from those used in managing their domestic supply chain network (Mutangile, 2019). A good strategy must cut across the global supply chain network, ranging from global sourcing of raw materials and global manufacturing to global distribution operations. A company that adopts an effective strategy for managing its global supply chain will experience massive business growth. It is against this backdrop that this study examines the relationship between global supply chain management and business growth of quoted multinational manufacturing companies in South-South Nigeria.

Statement of the Problem

Achieving business growth has been a major challenge to some quoted manufacturing companies in Nigeria. A keen observation shows that some quoted manufacturing companies in Nigeria are struggling to grow their businesses in terms of increasing their market share and profitability. The market share and profitability of these companies are declining, and this has hindered business growth over the years. Some quoted manufacturing companies in Nigeria have made several efforts to increase their market share and profitability so that they can achieve business growth. They have even expanded their supply chain network to the global market, sourcing raw materials and distributing their products beyond their national boundary to achieve business growth. However, ever since these companies embraced global supply chain management, it is still not yet clear whether such a strategic move has facilitated business growth, as empirical studies that examined the relationship between global supply chain management and the business growth of quoted multinational manufacturing companies in Nigeria are limited. There is a need to fill this gap in literature, and this is the motivation behind this study.

Conceptual Framework

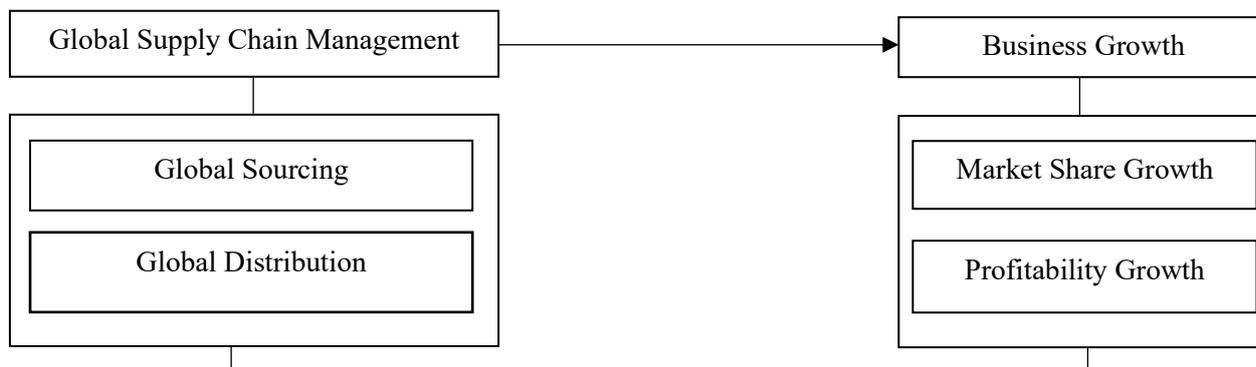The conceptual framework of global supply chain management and business growth is shown in Figure 1 below:

Fig 1: Conceptual framework of global supply chain management and business growth of quoted multinational manufacturing companies in South-South Nigeria
Source: Author's Conceptualization

Aim and Objectives of the Study

The aim of this study is to examine the relationship between global supply chain management and business growth of quoted multinational manufacturing companies in South-South Nigeria. The specific objectives of the study are to:

1. ascertain the relationship between global sourcing and market share growth of quoted multinational manufacturing companies in South-South Nigeria;

2. determine the relationship between global sourcing and profitability growth of quoted multinational manufacturing companies in South-South Nigeria;

3. ascertain the relationship between global distribution and market share growth of quoted multinational manufacturing companies in South-South Nigeria;

4. determine the relationship between global distribution and profitability growth of quoted multinational manufacturing companies in South-South Nigeria.

Research Questions

The following research questions emerged in this study:

1. What is the relationship between global sourcing and market share growth of quoted multinational manufacturing companies in South-South Nigeria?

2. To what extent does global sourcing relate to profitability growth of multinational quoted manufacturing companies in South-South Nigeria?

3. What is the relationship between global distribution and market share growth of quoted multinational manufacturing companies in South-South Nigeria?

4. To what extent does global distribution relate to profitability growth of multinational quoted manufacturing companies in South-South Nigeria?

Research Hypotheses

The following hypotheses were developed in this study:

Ho_1: There is no significant relationship between global sourcing and market share growth of quoted multinational manufacturing companies in South-South Nigeria.

Ho_2: There is no significant relationship between global sourcing and profitability growth of quoted multinational manufacturing companies in South-South Nigeria.

Ho_3: There is no significant relationship between global distribution and market share growth of quoted multinational manufacturing companies in South-South Nigeria.

Ho_4: There is no significant relationship between global distribution and profitability growth of quoted multinational manufacturing companies in South-South Nigeria.

REVIEW OF RELATED LITERATURE

Concept of Global Supply Chain Management

Global supply chain management is the process of planning, organising, controlling and coordinating all activities in the global supply chain, ranging from sourcing of suppliers to manufacturing to the distribution of finished goods to the final global customers (Mbonimana and Esapa, 2021). Managing the global supply chain of a company requires a global strategy that cuts across global sourcing, global manufacturing and global distribution (Ivanov et al., 2017). All the key decision areas should be directed towards determining the sources of suppliers, location of suppliers, distribution channel, transportation modes, finance and skilled personnel to manage the global supply chain processes (Msimangira & Tesha, 2014). However,

the supply chain structures differ from sector to sector. For instance, the manufacturing firm has a supply chain structure that consists of raw material suppliers, manufacturing processes, wholesaling, retailing and customers, while that of a retailing firm has a supply chain structure that consists of sourcing finished products from manufacturers or farmers and distributing to its own store and then to customers (LeBaron & Lister, 2021). Thus, a typical structure of a global supply chain is shown in figure 2 below:
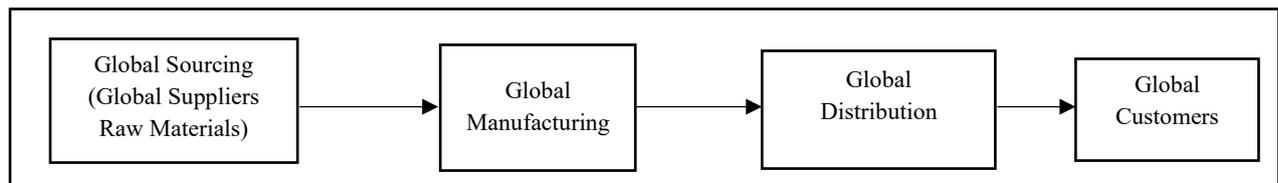

Fig. 2: Global supply chain structure of a firm

Figure 1 shows that the global supply chain of an international firm begins with global sourcing, followed by global manufacturing and then global distribution to the final global customers. However, it is argued that managing a supply chain at the global level is more difficult than managing a domestic supply chain due to several international factors, risks, such as variability of currency exchange rates, economic instability, political instability, customs and duties certification, regulatory policies and others unfavourable environmental conditions (Mutangile, 2019). Meanwhile a well-managed supply chain at the global level brings about flexibility among the key players in the chain. Therefore, international firms need to have a well-structured supply chain that saves time and reduces operational costs at different levels of the global supply chain.

Dimensions of Global Supply Chain Management

Global supply chain management is a multi-dimensional construct that cuts across global sourcing, global manufacturing, and global distribution to global customers. However, this study focuses on global sourcing and global distribution.

Global Sourcing

Global sourcing is the practice whereby a company searches for and purchases raw materials from a foreign country instead of its own home country (Kauppi et al., 2017). Global sourcing of raw materials is a regular practice among international firms. Globalisation has made many companies active in the global market. Some companies enter the global market to source raw materials for the manufacturing of their products (Jia et al., 2017). To acquire the right type of materials from the global market, companies need to follow a set of processes. Yamin and Kurt (2018) explained that firms that are planning to source raw materials beyond their national boundary for the very first time need to gather adequate knowledge about the availability of the raw materials in the targeted foreign countries, demonstrate commitment to get the materials, make commitment decisions by contacting the raw material suppliers and execute their current activities in the market by purchasing the raw materials. Sorogy (2020) opined that a firm that seeks to source raw materials from the global market should first enter a nearby country and show lower commitment and then gradually expand by moving into a country at a little distance.

Global Distribution

Global distribution is the practice where a firm sells its products and services beyond its national boundary (Ross, 2015). Many firms are selling their products beyond their national boundaries through exporting, franchising, licensing, joint ventures and foreign direct investment (Bainbridge, 2023). Mutangile (2019) noted that many companies are intensifying their efforts to make their products and services a global brand. Some companies have built a strong relationship with foreign distributors to sell their products in different parts of the world (Alliance Experts, 2022). While distributing products globally could increase the market share and profitability, building and maintaining relationships with foreign distributors can be quite challenging in the era of diverse cultures and languages (Nguyen et al., 2020; Alliance Experts, 2022). To overcome these challenges, companies need to contact agents, consultants, government agencies and professionals to conduct foreign market research, choose the right partner, clarify expectations, maintain regular communication, build strong rapport and reward partner success (Nguyen et al., 2020). Lee (2018) noted that most international firms run a direct channel of distribution using foreign partners, agents and distributors.

Concept of Business Growth

Business growth occurs when a firm experiences a massive increase in its customer base, sales, market share, cash inflow, profit margin, earnings, assets, employees, technology and brand recognition (Yadav et al., 2022). Growth is a basic necessity for all firms operating in a highly competitive environment. The desire for growth has prompted firms to continuously strategise to keep their business running in the presence of their rivals. Every firm wants to grow and expand their operations to the global market (Sarwoko & Frisdiantara, 2016). International firms are in business to grow, not just to increase their revenue base but also to expand their operations to more countries of the world (Beck et al., 2015). These firms invest huge capital in business activities so that they can double or triple it. Growing a business is a gradual process and requires a lot of effort. Without continuous growth, it will be difficult or impossible for firms to compete favourably with their rivals and survive in their industries. When a business experiences growth, it becomes easier for the owner to compete with their rivals and attract more investors (Njanike, 2019). In addition, growth boosts a firm's credibility and allows it to gain a social reputation (Yeboah, 2015).

Measures of Business Growth

Business growth can be measured using various indicators. However, this study measures business growth using market share growth and profitability growth.

Market Share Growth

Market share is the percentage or proportion of the total available market or market segment that is being served by a company (Kotler & Armstrong, 2004). A company's market share can be ascertained by calculating the sales made by the company at a given period and dividing the figure by the total sales of the industry over the same period. The result, which is expressed in percentage, enables the company to know how customers value its products in relation to competitors' offerings (Homburg et al., 2012). An increase in the market share of a company for a specific period of time is known as market share growth (Yadav et al., 2022). Market share growth is one of the most important criteria used to measure business growth (Meunier-FitzHugh et al., 2007). The main advantage of using market share growth as a measure of

business growth is that it is less dependent upon macro-environmental variables such as the state of the economy or changes in tax policy.

Profitability Growth

Profitability growth is the increase in the amount of money earned by a company for a specific period of time (Yadav et al., 2022). Profitability growth is one of the key objectives of every company (Kouser et al., 2012). Companies generally work towards growing their profit annually. Profitability growth reflects the degree of financial fitness of a company. It shows the financial strength of a company and attracts investors to the company. Profitability growth tells how well a company is doing financially against its competitors. Shareholders are always happy when they hear that their company has recorded a massive increase in their profit margin. Nakano and Kim (2011) stated that most successful companies are known for growing profit for their shareholders and maximising their wealth. These companies make huge profits and continue to grow their revenue base from year to year.

Theoretical Review

This study adopted the Uppsala internationalisation model as its theoretical underpinning for analysing global supply chain management practices of international manufacturing firms. The Uppsala Internationalisation model provides a set of sequential processes which a firm can go through in order to enter the global market. The Uppsala internationalisation model is associated with the works of Johanson and Wiedersheim-Paul in 1975 and Johansson and Vahlne in 1977 (Arvidsson and Arvidsson, 2019). The Uppsala model is one of the models used to describe the internationalisation process of firms (Kraemer et al., 2018). The model presents a sequential and incremental approach to a firm's internationalisation process. It suggests that firms go through four stages before entering the global market. The stages include acquiring market knowledge, demonstrating market commitment, making commitment decisions, and executing the current activities (Kraemer et al., 2018). The Uppsala international model is shown in figure 3.
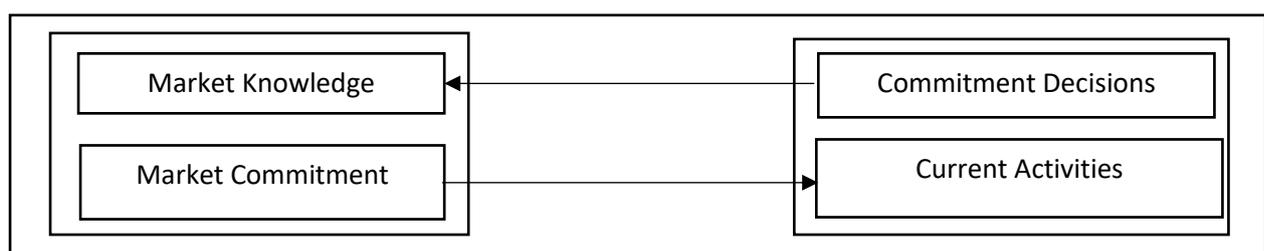
Fig. 3: The Uppsala Model

Source: Kraemer et al. (2018)

Johansson and Vahlne, cited in Kraemer et al. (2018), believed that step-by-step market knowledge gained through experience works in collaboration with investment in foreign markets. The Uppsala internationalisation model is relevant to this study as it guides firms in the process of managing their global supply chain for business growth. The model explains that firms that are planning to enter the global market should first gather adequate knowledge about the targeted foreign countries, demonstrate commitment to enter the market, make commitment

decisions by contacting raw material suppliers and distributors, and finally execute their current activities in the market.

Empirical Review

A number of related empirical studies have been conducted on global supply chain management and business growth in both developed and developing countries. For instance, Nguyen et al. (2020) carried out a study to determine the impact of global supply chain management on the performance of firms in the textile and garment industry in Vietnam. Their study adopted the descriptive research design where an online questionnaire was used to collect data from 529 textile firms in Vietnam. The data collected were analysed statistically, while the hypotheses were tested using the smart Partial Least Square and Structural Equation Modelling (PLS-SEM 3.0). The findings revealed that global supply chain management has a positive impact on the performance (operational efficiency) of Vietnam's textile and garment firms.

Onwuchekwa and Nwanyanwu (2024) examined the relationship between global supply chain management and the performance of multinational companies in Rivers State of Nigeria. Their study adopted the correlational research design where a structured questionnaire was used to collect data from 30 managers drawn from 10 multinational oil companies in Rivers State. The data collected were analysed statistically, while the hypotheses were tested using the Pearson Product Moment Correlation Coefficient and SPSS. The findings revealed that global sourcing has a significant relationship with the profitability of multinational companies in Rivers State. The study also found a significant relationship between outsourcing and operational process efficiency of multinational companies in Rivers State. The study also revealed that global production and distribution are positively and significantly related to customer satisfaction.

Msimangira and Tesha (2014) explored global supply chain practices and problems facing developing countries. Their study adopted the case study research design wherein in-depth structured interviews were used to collect data from senior procurement officers and supply managers drawn from five leading transport companies in Tanzania. The data collected were analysed using thematic analysis, and the results showed that companies in developing countries like Tanzania face many problems in global supply chain management practices compared to companies in developed countries. The study revealed that the use of outdated technology, lack of trust, documentation problems, procurement of counterfeit products, and lack of an integrated computerised system are some of the problems facing companies in Tanzania while practising global supply chain management.

Prathap and Chandraiah (2024) conducted a study on global supply chain management practices in India. The researchers adopted the descriptive survey research design and used a structured questionnaire to collect data from 100 respondents drawn from various sectors in the Indian economy. The data collected were analysed using percentage and frequency tables, bar charts and pie charts. The findings revealed that companies in India practise global supply chain management to a large extent. The study also revealed that global supply chain management significantly enhances efficiency, resilience and sustainability in a rapidly evolving global marketplace.

Gali (2025) explored global supply chain management practices in a developing economy. The researchers adopted the descriptive research design and the quantitative research approach,

where data were collected from key players in the manufacturing, marketing, transportation and logistics sectors in Nigeria using questionnaires. The data collected were analysed using descriptive statistics such as mean, while the hypotheses were tested using the Pearson Product Moment Correlation Coefficient. The findings revealed global supply chain management practices and economic growth in Nigeria. The study also found a significant relationship between global supply chain management practices and productivity in Nigeria.

Islam and Dhar (2023) examined global supply chain management practices of Global Brand Private Limited. Their study adopted the descriptive research design and the mixed methods approach, where questionnaires and semi-structured interviews were used to collect data from employees, vendors, suppliers and customers of Global Brand Private Limited. The qualitative data collected were analysed using thematic analysis, while the quantitative data were analysed using descriptive statistics such as pie charts, mean and standard deviation. The findings revealed that global supply chain management practices enhance global operations and competitiveness by reducing costs, increasing efficiency and fulfilling customer orders.

Gap in Literature

From the empirical literature reviewed, it was observed that a good number of studies have been conducted on global supply chain management practices of firms, but none of these studies relate the concept to business growth. Most of the previous studies conducted on global supply chain management relate the concept to the performance of firms, while studies that relate global supply chain management and its dimensions (global sourcing and global distribution) to the business growth of quoted multinational manufacturing companies in Nigeria are absent. This has created a gap in empirical literature which this study is designed to fill and contribute to the existing stock of knowledge.

METHODOLOGY

The correlational research design was adopted in this study. The population of the study consisted of 28 quoted multinational manufacturing companies in South-South Nigeria (Nigerian Stock Exchange Factbook 2025 Edition). The census sampling technique was adopted in this study, where all the members of the population were studied. The sampling unit comprised operational managers, marketing managers, procurement managers, distribution managers and logistics managers of the 28 quoted multinational manufacturing companies in South-South Nigeria. A sample size of 140 managers of the above categories was drawn from the 28 quoted multinational manufacturing companies at the ratio of 5 managers per company. The main instrument used for data collection was a structured questionnaire. The instrument was validated using the face and content validity method, while its reliability was determined using the Cronbach Alpha method. A total of 140 copies of the questionnaire were administered to the respondents, and 115 copies were collected from them. The data collected were analysed statistically, while the Pearson Product Moment Correlation Coefficient (PPMCC) was used to test the hypotheses. SPSS version 26 was used for data processing, and the results were presented and interpreted accordingly.

RESULTS AND DISCUSSION

The results of the SPSS bivariate analysis carried out on the study variables are presented in the tables below:

Table 1: Relationship between global sourcing and market share growth of international manufacturing firms

			Global Sourcing	Market Share Growth
Pearson (r)	Global Sourcing	Correlation Coefficient	1.000	.478**
		Sig. (2-tailed)	.	.001
		N	115	115
	Market Share Growth	Correlation Coefficient	.478**	1.000
		Sig. (2-tailed)	.001	.
		N	115	115

**Correlation is significant at 0.01 levels (2-tailed)

*Correlation is significant at 0.05 levels (2-tailed)

Source: SPSS-Generated Output

Table 1 reveals that global sourcing is moderately and positively correlated to market share growth of international manufacturing firms (r = .478**) and this correlation is significant at 0.01 level. Based on this result, the null hypothesis (Ho$_1$) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is a significant relationship between global sourcing and market share growth of international manufacturing firms in South-South Nigeria.

Table 2: Relationship between global sourcing and profitability growth of international manufacturing firms

			Global Sourcing	Profitability Growth
Pearson (r)	Global Sourcing	Correlation Coefficient	1.000	.514**
		Sig. (2-tailed)	.	.001
		N	115	115
	Profitability Growth	Correlation Coefficient	.514**	1.000
		Sig. (2-tailed)	.001	.
		N	115	115

**Correlation is significant at 0.01 levels (2-tailed)

*Correlation is significant at 0.05 levels (2-tailed)

Source: SPSS-Generated Output

Table 2 shows a moderate and positive correlation between global sourcing and profitability growth of international manufacturing firms (r = .514**) and this correlation is significant at 0.01 level. Consequently, the null hypothesis (Ho$_2$) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is a significant relationship between global sourcing and profitability growth of international manufacturing firms in South-South Nigeria.

Table 3: Relationship between global distribution and market share growth of international manufacturing firms

			Global Distribution	Market Share Growth
Pearson (r)	Global Distribution	Correlation Coefficient	1.000	.835**
		Sig. (2-tailed)	.	.001
		N	115	115
	Market Share Growth	Correlation Coefficient	.835**	1.000
		Sig. (2-tailed)	.001	.
		N	115	115

**Correlation is significant at 0.01 levels (2-tailed)

*Correlation is significant at 0.05 levels (2-tailed)

Source: SPSS-Generated Output

Table 3 indicates that global distribution has a very strong and positive correlation with market share growth of international manufacturing firms (r = .835**), and this correlation is significant at the 0.01 level. As a result of this, we reject the null hypothesis (Ho_3) and accept the alternate hypothesis, which states that there is a significant relationship between global distribution and market share growth of international manufacturing firms in South-South Nigeria.

Table 4: Relationship between global distribution and profitability growth of international manufacturing firms

			Global Distribution	Profitability Growth
Pearson (r)	Global Distribution	Correlation Coefficient	1.000	.889**
		Sig. (2-tailed)	.	.001
		N	115	115
	Profitability Growth	Correlation Coefficient	.889**	1.000
		Sig. (2-tailed)	.001	.
		N	115	115

**Correlation is significant at 0.01 levels (2-tailed)

*Correlation is significant at 0.05 levels (2-tailed)

Source: SPSS-Generated Output

Table 4 shows a very strong and positive correlation between global distribution and market share growth of international manufacturing firms (r = .889**), and this correlation is significant at the 0.01 level. Based on this result, the null hypothesis (Ho_4) is rejected and the alternate hypothesis is accepted. This means that there is a significant relationship between global distribution and profitability growth of international manufacturing firms in South-South Nigeria.

DISCUSSION OF FINDINGS

This study found a significant relationship between global sourcing and market share growth of international manufacturing firms in South-South Nigeria. This finding was derived from the result of the SPSS bivariate analysis carried out on the two variables. The result revealed that global sourcing is moderately and positively correlated to market share growth of international manufacturing firms ($r = .478^{**}$) and this correlation is significant at the 0.01 level. Based on this result, the null hypothesis (Ho_1) was rejected and the alternate hypothesis was accepted. This means that we then accepted that there is a significant relationship between global sourcing and market share growth of international manufacturing firms in South-South Nigeria. This finding is supported by Nigh (2017) and Sorogy (2020), as their studies revealed that sourcing raw materials across national boundaries expands the reach of firms, attracts global customers and increases the market share.

This study also found a significant relationship between global sourcing and profitability growth of international manufacturing firms in South-South Nigeria. This finding emanated from the result of the SPSS bivariate analysis carried out on the two variables. The result showed a moderate and positive correlation between global sourcing and profitability growth of international manufacturing firms ($r = .514^{**}$), and this correlation is significant at the 0.01 level. Consequently, the null hypothesis (Ho_2) was rejected and the alternate hypothesis was accepted. This means that we then accepted that there is a significant relationship between global sourcing and profitability growth of international manufacturing firms in South-South Nigeria. This finding is in line with the findings of Rajah et al. (2018) and Peter (2019), which revealed that global sourcing of raw materials has a significant impact on firm profitability.

This study discovered a significant relationship between global distribution and market share growth of international manufacturing firms in South-South Nigeria. This finding was deduced from the result of the SPSS bivariate analysis carried out on the two variables. The result revealed that global distribution has a very strong and positive correlation with market share growth of international manufacturing firms ($r = .835^{**}$), and this correlation is significant at 0.01 level. As a result of this, we rejected the null hypothesis (Ho_3) and accepted the alternate hypothesis, which states that there is a significant relationship between global distribution and market share growth of international manufacturing firms in South-South Nigeria. This finding is supported by Bainbridge (2023) and Mbonimana and Esapa (2021), as their studies revealed that global distribution significantly increases the market share of firms.

Finally, it was reported that global distribution has a significant relationship with profitability growth of international manufacturing firms in South-South Nigeria. This finding emerged from the result of the SPSS bivariate analysis carried out on the two variables. The result showed a very strong and positive correlation between global distribution and market share growth of international manufacturing firms ($r = .889^{**}$), and this correlation is significant at the 0.01 level. Based on this result, the null hypothesis (Ho_4) was rejected and the alternate hypothesis was accepted. This means that there is a significant relationship between global distribution and profitability growth of international manufacturing firms in South-South Nigeria. This finding is supported by Nguyen et al. (2020) and Onwuchekwa and Nwanyanwu (2024), as both studies found a significant relationship between global distribution and firm profitability.

CONCLUSIONS

This study explored the relationship between global supply chain management and business growth of quoted multinational manufacturing companies in South-South Nigeria. From the result of the analysis carried out, it was discovered that a significant relationship exists between global sourcing and market share growth of quoted multinational manufacturing companies in South-South Nigeria. The study also found a significant relationship between global sourcing and profitability growth of quoted multinational manufacturing companies in South-South Nigeria. A significant relationship was equally reported between global distribution and market share growth of quoted multinational manufacturing companies in South-South Nigeria. The study also discovered a significant relationship between global distribution and profitability growth of quoted multinational manufacturing companies in South-South Nigeria. Based on these findings, it was concluded that global supply chain management, such as global sourcing and global distribution, is significantly related to the business growth of quoted multinational manufacturing companies in South-South Nigeria.

RECOMMENDATIONS

This study provides the following recommendations:

1. Considering the fact that global supply chain management is more complex than domestic supply chains, quoted multinational manufacturing companies in Nigeria should manage their global supply chain activities using strategies and methods that are different from those used in managing their domestic supply chain activities, as it would facilitate business growth.

2. Multinational manufacturing companies in Nigeria should streamline their global sourcing processes, as it would reduce their material sourcing costs and gain them a competitive advantage in the global market.

3. Since global sourcing of raw materials takes longer, quoted multinational manufacturing companies in Nigeria should hire the services of raw material agents to globally source for efficient and reliable raw material suppliers, as this would help the company to save a lot of time that would have been spent searching for and selecting efficient and reliable raw material suppliers by itself.

4. Multinational manufacturing companies in Nigeria should consider the different natural, social, cultural, legal and economic environments as well as the different time zones when managing their global distribution activities since these factors make global distribution activities more complex than domestic distribution operations.

5. Finally, it is recommended that quoted multinational manufacturing companies in Nigeria should adopt a management style that best suits the Nigerian business environment, acquire the right technologies and equipment, adhere to the laid-down rules and conventions and pay their customs duties when due, as this would improve their global supply chain management practices and achieve business growth.

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