

SERVICE SUPPLY CHAIN AND PERFORMANCE OF SERVICE FIRMS: A STUDY OF CONSTRUCTION FIRMS IN PORT HARCOURT, RIVERS STATE

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ABSTRACT

This study examined the relationship between service supply chain and performance of service firms: a study of construction firms in Port Harcourt. The study adopted a correlational survey research design. The population of the study consisted of 20 construction firm in Port Harcourt. 3 Managers were selected from each firm multiplied 20 firms give us a total of 60 respondents under study. Structured questionnaire instrument title “service supply chain and performance questionnaire” was developed on five-point likert scale. The result of the Cronbach's Alpha reliability test indicates .702 which is above .70 which implies that the items are reliable. The primary data for this study were generated through questionnaire. hypotheses were tested using spearman rank order correlation coefficient on SPSS. The study revealed that there is a significant relationship between hub-like and profitability of service firms in Port Harcourt. There is a significant relationship between short chain and market share of service firms in Port Harcourt. There is a significant relationship between flexible chains and efficiency of service firms in Port Harcourt. The study concluded that service supply chain reveals a significant relationship with the performance of service firms, particularly in the context of construction firms in Port Harcourt, Rivers State. The findings indicate that effective management of the service supply chain enhances operational efficiency, customer satisfaction, and overall firm performance. Key factors such as timely delivery of services, quality control, and collaboration among stakeholders within the supply chain contribute to improved outcomes for construction firms. This underscores the importance of strategic supply chain management practices in achieving competitive advantage in the service sector. The study recommended that service firms in Port Harcourt should focus on developing and enhancing their hub-like operations, service firms should aim to optimize their supply chains by reducing the number of intermediaries involved in delivering services or products to customers and service firms should adopt strategies that allow for adaptability in their operations.

Background of the Study

The service supply chain is a critical framework that encompasses the flow of services and information from providers to consumers, emphasizing the importance of efficiency, responsiveness, and adaptability in service delivery. The dimensions of service supply chains can be categorized into three primary types: hub-like, short chain, and flexible chain. A hub-like service supply chain is characterized by a centralized point where various services converge, allowing for streamlined operations and enhanced coordination among different service providers (Chopra & Meindl, 2016). This model facilitates the efficient allocation of resources and minimizes redundancies by leveraging shared facilities or platforms. In contrast, the short chain model emphasizes direct connections between service providers and consumers, reducing intermediaries to enhance speed and responsiveness (Harrison & van Hoek, 2011). This approach is particularly beneficial in industries where customer preferences change rapidly or where immediate service delivery is paramount. Lastly, the flexible chain dimension highlights the ability of service firms to adapt their offerings based on fluctuating market demands or customer needs. This flexibility allows organizations to pivot quickly in response to external pressures while maintaining high levels of customer satisfaction (Sweeney & Soutar, 2001).

Performance measurement is a critical aspect of organizational management, encompassing various dimensions such as profitability, market share, and efficiency. Profitability serves as a fundamental indicator of a firm's financial health, reflecting its ability to generate earnings relative to its expenses over a specific period. It is often assessed through metrics like net profit margin, return on assets (ROA), and return on equity (ROE). Market share, another vital measure, indicates the proportion of an industry or market that a particular firm controls. It is essential for understanding competitive positioning and can influence pricing strategies and customer loyalty. Efficiency pertains to how well an organization utilizes its resources to achieve its objectives, often evaluated through ratios such as asset turnover and operational efficiency metrics. Collectively, these

measures provide a comprehensive view of performance that informs strategic decision-making and resource allocation within firms (Kaplan & Norton, 1996; Porter, 1985).

The relationship between service supply chains and performance in service firms has garnered significant attention in recent years, particularly as organizations strive to enhance efficiency and customer satisfaction in increasingly competitive markets. In Port Harcourt, Rivers State, where the economy is heavily reliant on both oil and service industries, understanding this relationship is crucial for local firms aiming to optimize their operations. Service supply chains encompass a range of activities including service design, delivery, and customer interaction, which collectively influence overall performance metrics such as profitability, customer retention, and operational efficiency (Fitzsimmons & Fitzsimmons, 2011). The dynamics of these supply chains are particularly complex in the service sector due to the intangible nature of services and the direct involvement of customers in the production process (Lovelock & Wirtz, 2016).

Statement of the Problem

The performance of service firms in Port Harcourt, Nigeria, is often evaluated through key metrics such as profitability, market share, and efficiency. Profitability serves as a fundamental indicator of a firm's financial health and sustainability. However, many service firms in Port Harcourt face challenges in maintaining consistent profit margins due to fluctuating economic conditions and competition from both local and international entities (Ogunyemi & Adebayo, 2020). The inability to adapt pricing strategies or control operational costs can lead to diminished profitability, which ultimately affects the overall viability of these firms. Furthermore, the lack of effective financial management practices exacerbates this issue, leading to cash flow problems that hinder growth and investment opportunities.

Market share is another critical performance measure that reflects a firm's competitive position within the industry. In Port Harcourt's dynamic service sector, firms often struggle to capture and retain market share due to aggressive competition and changing consumer preferences (Nwankwo et al., 2019). Many service providers fail to differentiate their offerings or effectively communicate their value propositions to potential customers. This lack of strategic marketing efforts can result in stagnant or declining market shares, which further complicates efforts to achieve profitability. Additionally, external factors such as regulatory changes and economic downturns can significantly impact market dynamics, making it essential for firms to continuously innovate and adapt their strategies.

Efficiency is equally vital for assessing the performance of service firms in Port Harcourt. Operational efficiency relates directly to how well resources are utilized to deliver services while minimizing waste (Adeleke & Ojo, 2021). Many service firms struggle with inefficiencies stemming from outdated processes or inadequate technology adoption. These inefficiencies not only increase operational costs but also negatively affect customer satisfaction levels. As consumers become more discerning regarding service quality and delivery speed, firms that fail to optimize their operations risk losing clientele to more efficient competitors. Therefore, addressing issues related to profitability, market share, and efficiency is crucial for enhancing the overall performance of service firms in Port Harcourt.

Conceptual Framework

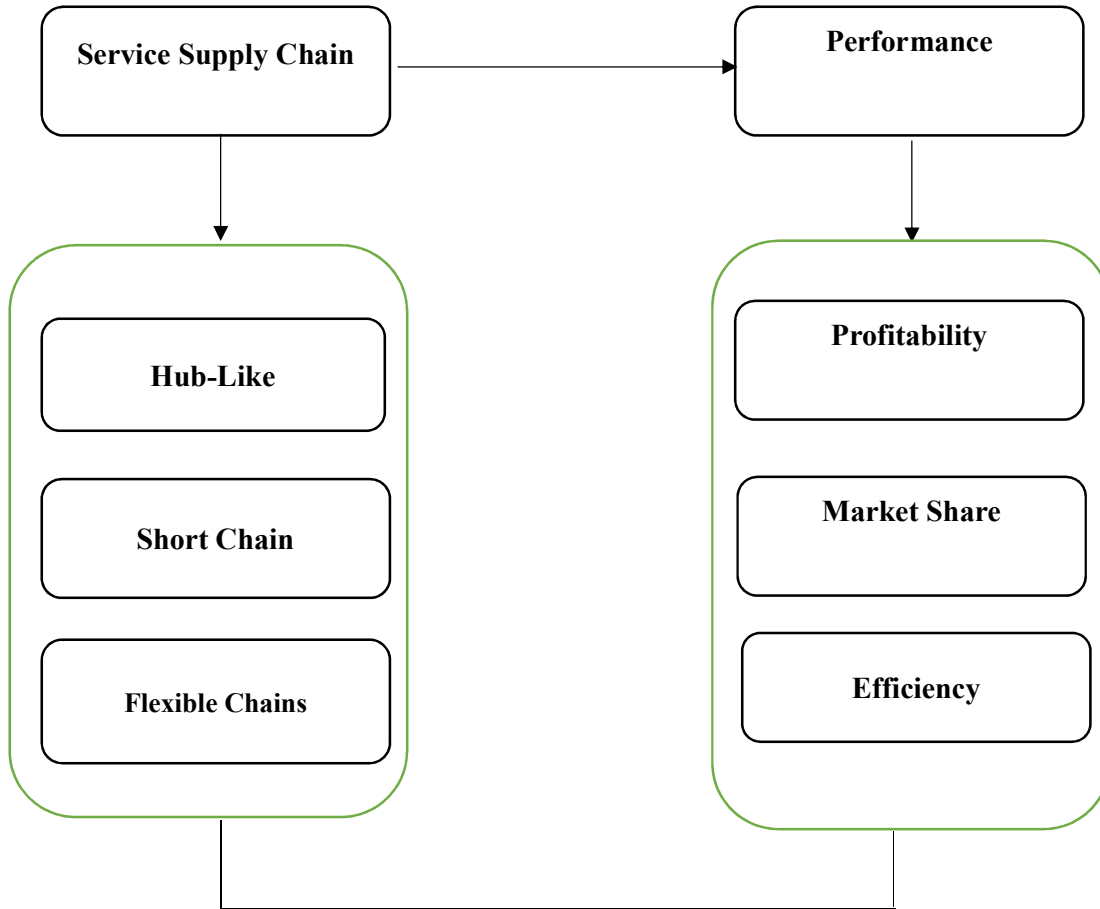


Figure 1: Conceptual framework on service supply chain and performance of insurance firms in Port Harcourt
Source: Adopted from Fitzsimmons, et'al (2016) & Hillier & Lieberman (2015)

Aims & Objectives

The aim of this study is to examine the relationship between service supply chain and performance of service industry in Port Harcourt. The study specifically seeks to:

1. Determine the relationship between hub-like and profitability of service industry in Port Harcourt.
2. Determine the relationship between short chain and market share of service industry in Port Harcourt.
3. Determine the relationship between flexible chains and efficiency of service industry in Port Harcourt.

Research Questions

The following research questions were raised to guide the study.

1. What is the relationship between hub-like and profitability of service industry in Port Harcourt?
2. What is the relationship between short chain and market share of service industry in Port Harcourt?
3. What is the relationship between flexible chains and efficiency of service industry in Port Harcourt?

Hypotheses

The following null hypotheses were raised and tested at a significant level of 0.01.

- HO₁:** There is no significant relationship between hub-like and profitability of service industry in Port Harcourt.
- HO₂:** There is no significant relationship between short chain and market share of service industry in Port Harcourt.
- HO₃:** There is no significant relationship between flexible chains and efficiency of service industry in Port Harcourt.

REVIEW OF RELATED LITERATURE

This section reviews various related literature related to the study under investigations under the headings of conceptual review, theoretical review and empirical review.

Conceptual Review

Concept of Service Supply Chain

The concept of the service supply chain has been explored by various authors who have contributed significantly to its understanding. According to Ellram, Tate, and Billington (2004), the service supply chain is defined as a network that facilitates the flow of services from suppliers to customers, emphasizing the importance of relationships and interactions among different stakeholders. This definition highlights the unique characteristics of service supply chains compared to traditional product-based supply chains, where tangible goods are transferred. In a service supply chain, the focus is on managing intangible elements such as information, customer interactions, and service delivery processes (Ellram et al., 2004). The authors argue that effective management of these elements is crucial for enhancing customer satisfaction and achieving competitive advantage in service industries.

Another perspective on the service supply chain is provided by Sampson and Spring (2012), who describe it as a system that integrates various activities involved in delivering services to end-users. They emphasize that unlike manufacturing supply chains, which are primarily concerned with physical products, service supply chains deal with processes that create value through customer experiences and outcomes (Sampson & Spring, 2012). The authors further explain that managing a service supply chain involves coordinating multiple touchpoints between providers and customers to ensure seamless service delivery. This requires a deep understanding of customer needs and expectations, as well as efficient resource allocation to meet those demands effectively.

Dimensions of Service Supply Chain

Hub-Like

The concept of a hub-like dimension in service supply chains involves centralizing the coordination and flow of services through a key node or set of nodes, which function as intermediaries that connect various stakeholders in the chain. This centralization helps in managing the complexities inherent in service supply chains, which often involve intangible products, customized service delivery, and a high level of customer interaction. The hub-like model allows service firms to enhance efficiency by centralizing key operational tasks such as procurement, distribution, and customer service, allowing for improved decision-making and resource optimization (Chen & Paulraj, 2004; Zhang et al., 2018). By serving as a central node, the hub facilitates the exchange of information and resources among different parts of the service network, reducing bottlenecks and enabling a more responsive and agile supply chain (Choi & Cheng, 2011).

Short Chains

The concept of short chains in service supply chains refers to the reduction of intermediary stages in the provision of services, which can lead to greater efficiency, faster delivery, and improved customer satisfaction. In traditional supply chains, multiple intermediaries often contribute to delays and increased costs. However, in short chains, these intermediaries are minimized, allowing for more direct interactions between service providers and customers. This reduction in intermediaries can also foster stronger relationships and trust between the provider and the customer, as the communication lines are clearer and more efficient. Furthermore, short chains enable better control over service quality, as there are fewer external parties involved in the service delivery process, leading to improved service customization and quicker problem resolution (Chen & Paulraj, 2004; Ellram et al., 2004).

Flexible Chains

The concept of flexible chains in the service supply chain refers to the capacity of supply chains to adapt quickly to changes in demand, service requirements, or external conditions without compromising efficiency. This flexibility is crucial in the service sector, where customer needs are dynamic and less predictable compared to manufacturing. According to Christopher (2016), flexibility in the supply chain is essential for responding to market uncertainties, as it enables firms to align their resources and operations with fluctuating customer expectations. Additionally, flexible chains allow for a more responsive approach to sudden shifts in service demand, leading to greater customer satisfaction and operational agility (Lee & Rha, 2016). Flexibility

within the supply chain is not just about reacting to changes, but also proactively preparing for them by building robust processes that can withstand disruptions.

Performance

Performance is a multifaceted concept that encompasses various dimensions of an organization's effectiveness in achieving its goals. It is often defined as the ability of an organization to meet its objectives through efficient and effective use of resources, while maintaining a competitive advantage in its industry (Richard et al., 2009). This definition highlights the importance of aligning organizational activities with strategic goals, ensuring that all parts of the organization work cohesively towards common objectives. Organisational performance is typically measured using a combination of financial metrics, such as profitability and return on investment, as well as non-financial indicators like customer satisfaction, employee engagement, and innovation capacity (Kaplan & Norton, 1992). These diverse measures reflect the complex nature of organisational performance, which requires a holistic approach to evaluation.

The balanced scorecard framework developed by Kaplan and Norton (1996) is one popular tool used to evaluate organisational performance across multiple dimensions. It encourages managers to consider not only financial results but also customer perspectives, internal processes, and learning and growth opportunities. This comprehensive approach ensures that organisations remain adaptable and responsive to changing market conditions while pursuing sustainable growth.

Measures of Performance

Profitability

Profitability is a key measure of performance that gauges an organization's ability to generate income relative to its expenses and other costs incurred during a given period. This concept encompasses various financial metrics, including return on investment (ROI), return on equity (ROE), and profit margins, which help organizations assess their financial health and sustainability (Brigham & Ehrhardt, 2021). It reflects not only the efficiency of operations but also the effectiveness of resource allocation, decision-making processes, and market strategies (Gitman & Zutter, 2020). Higher profitability typically signals that a firm has successfully optimized its production processes, managed costs effectively, and met consumer demand, contributing to long-term sustainability.

Market Share

Market share is a crucial metric for evaluating a company's performance in its industry. It represents the percentage of total sales or revenues that a company captures within a given market relative to its competitors. As a performance measure, market share indicates a firm's competitive strength, market dominance, and overall success in reaching and retaining customers. Increased market share often reflects a company's ability to attract customers through superior product offerings, pricing strategies, and effective marketing campaigns. According to Kotler and Keller (2016), companies that enjoy higher market shares typically have more influence over pricing, gain better access to resources, and achieve economies of scale, which can translate into increased profitability. Market share also serves as a benchmark for performance comparison, allowing firms to track their progress relative to their competitors and adjust strategies accordingly.

Efficiency

Efficiency is a critical measure of performance that reflects how well an organization uses its resources to achieve maximum output with minimal input. It involves optimizing processes, reducing waste, and ensuring that the least amount of resources are utilized to produce desired outcomes. Efficiency, in essence, is about doing things right ensuring that time, labor, and materials are not wasted, thereby maximizing productivity. According to Lebas and Dauzat (2020), efficiency in organizations is largely influenced by the adoption of technology, which streamlines operations and allows for faster, more accurate decision-making. Additionally, resource allocation plays a key role in achieving efficiency, with organizations that allocate their resources more effectively often seeing better performance outcomes (Hitt et al., 2017).

Theoretical Review**Resource-Based View Theory**

The Resource-Based View (RBV) theory was primarily propounded by scholars such as Jay Barney in the early 1990s, who emphasized that a firm's unique resources and capabilities are critical for achieving competitive advantage and superior performance (Barney, 1991). This theoretical framework is particularly relevant to the study of service supply chains and the performance of service firms in Rivers State, as it underscores the importance of leveraging intangible assets such as skilled personnel, brand reputation, and customer relationships—to enhance operational efficiency and service delivery. In the context of service supply chains, firms that effectively manage their resources can better respond to market demands, innovate their service offerings, and ultimately improve their overall performance (Teece, 2007; Wernerfelt, 1984). The RBV thus provides a lens through which researchers can analyze how service firms in Rivers State can optimize their resource utilization to gain a competitive edge in an increasingly dynamic business environment.

Assumptions of Resource-Based View Theory

1. Resource Heterogeneity: Organizations possess different bundles of resources and capabilities, which leads to variations in performance.
2. Resource Immobility: Resources are not easily transferable between firms, making them unique and difficult to replicate.
3. Value Creation: Resources must be valuable, rare, inimitable, and non-substitutable (VRIN) to create a competitive advantage.

Implications of Resource-Based View Theory

1. Strategic Resource Allocation: Firms should focus on identifying and leveraging their unique resources to enhance service delivery and supply chain efficiency.
2. Sustainable Competitive Advantage: By utilizing VRIN resources, firms can achieve long-term advantages over competitors in the service supply chain.
3. Innovation and Adaptability: Encourages continuous evaluation and adaptation of resources to meet changing market demands, enhancing service performance.

Empirical Review

Okwu and Nwankwo (2020) carried out research on service supply chain management and performance in Nigerian service firms. The study aimed to explore the relationship between service supply chain management practices and performance outcomes in Nigerian service firms. The specific objectives included assessing how various supply chain practices such as collaboration, information sharing, and customer relationship management impact operational efficiency and customer satisfaction within these firms. The research employed a quantitative research design utilizing a survey method. The population of the study consisted of service firms operating in Nigeria, specifically targeting those in telecommunications, banking, and hospitality sectors. A sample size of 300 respondents was determined using stratified random sampling techniques to ensure representation across different service sectors. Data were collected through structured questionnaires distributed to managers and employees involved in supply chain operations. To ensure validity, the instrument was pre-tested with a small group of respondents before full deployment, while reliability was assessed using Cronbach's alpha coefficient, yielding values above the acceptable threshold of 0.7. The administration of the instrument involved both online distribution and face-to-face interactions to maximize response rates. Data analysis was conducted using descriptive statistics and regression analysis to determine relationships between variables. The findings revealed a significant positive correlation between effective service supply chain management practices and enhanced performance metrics such as operational efficiency and customer satisfaction levels among Nigerian service firms. Specifically, it was noted that firms that engaged in collaborative practices reported higher levels of customer loyalty and reduced operational costs compared to those that did not prioritize these strategies. The study concluded that implementing robust service supply chain management practices is crucial for improving performance outcomes in Nigerian service firms. It emphasized that organizations must invest in training their staff on effective supply chain strategies to fully realize potential benefits. Recommendations included encouraging service firms to adopt integrated supply

chain frameworks that foster collaboration among stakeholders, enhance information sharing mechanisms, and develop strong customer relationship management systems.

Adeyemi and Ojo (2021) examined the impact of service supply chain practices on firm performance: evidence from Nigeria. This study aimed to investigate how various service supply chain practices influence overall firm performance within the context of Nigerian businesses. The objectives were to identify key supply chain practices prevalent among Nigerian service firms and assess their impact on financial performance indicators such as profitability and market share growth. A mixed-methods approach was adopted for this research, combining qualitative interviews with quantitative surveys for comprehensive data collection. The population comprised managers from various sectors including healthcare, education services, and logistics companies across Nigeria. A sample size of 250 participants was selected through purposive sampling based on their involvement in decision-making processes related to supply chains within their organizations. Primary data were gathered via semi-structured interviews complemented by questionnaires designed for quantitative analysis; both instruments underwent rigorous validation processes involving expert reviews for content validity while reliability was confirmed through test-retest methods yielding consistent results over time intervals. Data analysis utilized thematic analysis for qualitative data alongside inferential statistics for quantitative data interpretation using SPSS software. Results indicated that effective implementation of service supply chain practices significantly enhances firm performance metrics such as profitability margins and competitive advantage in the marketplace. Notably, firms employing advanced technology solutions for inventory management reported improved responsiveness to market demands leading to increased customer satisfaction rates. The conclusion drawn from this study highlighted the critical role that strategic service supply chain management plays in driving firm performance within Nigeria's dynamic business environment. It recommended that Nigerian service firms should prioritize investments into technology-driven solutions while fostering partnerships with suppliers to streamline operations further.

METHODOLOGY

The study adopted a correlational survey research design. The population of the study consisted of 20 construction firm in Port Harcourt.

Population of the Study

1. Honesty Building Services
2. Royal Heroes Furniture Ltd
3. Cufour Nigeria Limited
4. The Rybonne
5. Indorama Epcl
6. Mobicoool HVAC Solutions
7. Lifemate Furniture
8. Donasulu Brothers
9. RT Briscoe
10. Pigging Products Limited
11. Weam and Company Ltd
12. Indorama Eleme Petrochemicals
13. Akogate Ventures
14. Rockson Engineering
15. Eastmark Energy Services
16. Comag Steel & Construction Co.
17. RANDSON
18. RTHG Nigeria
19. West African Glass Industry
20. Dembal Generators

Source: Nigerian Business Directory (2024).

3 Managers were selected from each firm multiplied 20 firms give us a total of 60 respondents under study. Structured questionnaire instrument title "service supply chain and performance questionnaire" was developed on five-point likert scale. service supply chain and performance questionnaire was independently subjected to content and construct validity by three Lecturers in the Department of Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt. The corrections and suggestions of the

validators were affected on the finale copy of the instrument. The reliability of empirical measurement is indicated by the internal consistency, one of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. Questionnaire item statements with Cronbach's alpha reliability coefficient below the 0.70 threshold were eliminated. the test-re-test method was used. 10 copies of the questionnaire instrument were issue and some later same copies were issue through electronic media. the results were used in computation using Cronbach's alpha test of reliability.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.702	6

Source: Researcher computation via SPSS version 25

The result of the Cronbach's Alpha reliability test indicates .702 which is above .70 which implies that the items are reliable. The primary data for this study were generated through questionnaire. hypotheses were tested using spearman rank order correlation coefficient on SPSS.

Data Analysis

HO₁: There is no significant relationship between hub-like and profitability of service firms in Port Harcourt.

Table 2: Correlations on Hub-Like and Profitability

			Hub-like	Profitability
Spearman's rho	Hub-like	Correlation Coefficient	1.000	.826**
		Sig. (2-tailed)	.	.000
		N	60	60
	Profitability	Correlation Coefficient	.826**	1.000
		Sig. (2-tailed)	.000	.
		N	60	60

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

Table 2: Correlations on hub-like and profitability revealed that there is a significant relationship between hub-like and profitability of service firms in Port Harcourt where $P. .826 = .000$ leading to acceptance of alternate hypothesis: There is a significant relationship between hub-like and profitability and of service industry in Port Harcourt.

HO₂: There is no significant relationship between short chain and market share of service firms in Port Harcourt.

Table 3: Correlations on Short Chains and Market Share

			Short chains	Market share
Spearman's rho	Short chains	Correlation Coefficient	1.000	.642**
		Sig. (2-tailed)	.	.000
		N	60	60
	Market share	Correlation Coefficient	.642**	1.000
		Sig. (2-tailed)	.000	.
		N	60	60

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

Table 3: Correlations on short chains and market share revealed that there is a significant relationship between short chain and market share of service firms in Port Harcourt where $P. .826 = .000$ leading to acceptance of alternate hypothesis: There is a significant relationship between short chains and market share of service industry in Port Harcourt.

HO₃: There is no significant relationship between flexible chains and efficiency of service industry in Port Harcourt.

Table 4: Correlations on Flexible Chains and Efficiency

			Flexible chain	Efficiency
Spearman's rho	Flexible chains	Correlation Coefficient	1.000	.708**
		Sig. (2-tailed)	.	.000
		N	60	60
	Efficiency	Correlation Coefficient	.708**	1.000
		Sig. (2-tailed)	.000	.
		N	60	60

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

Table 4: Correlations on flexible chains and efficiency revealed that there is a significant relationship between flexible chains and efficiency of service industry in Port Harcourt where $P .826 = .000$ leading to acceptance of alternate hypothesis: There is a significant relationship between flexible chains and efficiency of service firms in Port Harcourt.

Discussion of Findings

Table 2: Correlations on hub-like and profitability revealed that there is a significant relationship between hub-like and profitability of service firms in Port Harcourt where $P .826 = .000$ leading to acceptance of alternate hypothesis: There is a significant relationship between hub-like and profitability of service firms in Port Harcourt. Table 3: Correlations on short chains and market share revealed that There is a significant relationship between short chain and market share of service firms in Port Harcourt where $P .826 = .000$ leading to acceptance of alternate hypothesis: There is a significant relationship between short chain and market share of service firms in Port Harcourt. Table 4: Correlations on flexible chains and efficiency revealed that There is a significant relationship between flexible chains and efficiency of service firms in Port Harcourt where $P .826 = .000$ leading to acceptance of alternate hypothesis: There is a significant relationship between flexible chains and efficiency of service firms in Port Harcourt.

Similarly, Okwu and Nwankwo (2020) carried out research on service supply chain management and performance in Nigerian service firms. The findings revealed a significant positive correlation between effective service supply chain management practices and enhanced performance metrics such as operational efficiency and customer satisfaction levels among Nigerian service firms. The study concluded that implementing robust service supply chain management practices is crucial for improving performance outcomes in Nigerian service firms. Recommendations included encouraging service firms to adopt integrated supply chain frameworks that foster collaboration among stakeholders.

One such study is by Adeyemi and Ojo (2021) examined the impact of service supply chain practices on firm performance: evidence from Nigeria. Results indicated that effective implementation of service supply chain practices significantly enhances firm performance metrics such as profitability margins and competitive advantage in the marketplace. The conclusion drawn from this study highlighted the critical role that strategic service supply chain management plays in driving firm performance within Nigeria's dynamic business environment. It recommended that Nigerian service firms should prioritize investments into technology-driven solutions while fostering partnerships with suppliers to streamline operations further.

CONCLUSION

The study of the service supply chain reveals a significant relationship with the performance of service firms, particularly in the context of construction firms in Port Harcourt, Rivers State. The findings indicate that effective management of the service supply chain enhances operational efficiency, customer satisfaction, and overall firm performance. Key factors such as timely delivery of services, quality control, and collaboration among stakeholders within the supply chain contribute to improved outcomes for construction firms. This underscores the importance of strategic supply chain management practices in achieving competitive advantage in the service sector.

RECOMMENDATIONS

1. Service firms in Port Harcourt should focus on developing and enhancing their hub-like operations. This can be achieved by centralizing key functions such as customer service, logistics, and supply chain management to create a more cohesive operational framework.
2. Service firms should aim to optimize their supply chains by reducing the number of intermediaries involved in delivering services or products to customers. This can be accomplished by establishing direct relationships with suppliers and customers.
3. Service firms should adopt strategies that allow for adaptability in their operations. This involves creating a dynamic supply chain that can quickly adjust to changes in demand or disruptions in supply.

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