

HORIZONTAL INTEGRATION STRATEGIES AND MARKETING PERFORMANCE OF QUOTED BREWERY COMPANIES IN NIGERIA

¹Dr. V.C. Anucha and ²Ifekanandu Chukwudi Christian

¹Department of Marketing, Faculty of Management Sciences, Ignatius Ajuru University of Education, Rivers State, Nigeria, ²Business School, University of Nigeria Enugu, Enugu State, Nigeria

Email: victoranucha1966@gmail.com, chukwudiifekanandu12@gmail.com

ABSTRACT

This study examined horizontal integration strategies and marketing performance of quoted brewery companies in Nigeria. The study utilized the positivism research philosophy and correlational research design. The population of this study consisted of the four (4) brewery companies quoted on the Nigerian Stock Exchange. The unit of analysis was made up of managers of the four (4) quoted brewery companies in Nigeria. The managers include: branch managers, strategic managers, operational managers, production managers, marketing managers and sales managers. A population of 24 managers of the above categories were drawn from the four (4) quoted brewery companies in Nigeria. The census sampling technique was adopted. A structured questionnaire was used as the main instrument for data collection. The census sampling technique was adopted. Data were collected from the respondents with the aid of a structured questionnaire. The questionnaire was structured using the modified four (4) points Likert-type scale which range from Strongly Agree, Agree, Disagree to Strongly Disagree. The data collected were analyzed statistically while the Spearman Rank Order Correlation Coefficient (ρ) was used to test the formulated hypotheses. The bivariate analysis was performed with the aid of SPSS version 23.0. The findings revealed that horizontal merger has a significant relationship with sales growth and market share growth of quoted brewery companies in Nigeria. Horizontal acquisition was also found to have a significant relationship with sales growth and market share growth of quoted brewery companies in Nigeria. The study equally reported that horizontal alliance has a significant relationship with sales growth and market share growth of quoted brewery companies in Nigeria. Based on these findings, it was concluded that horizontal integration strategies significantly enhance the marketing performance of quoted brewery companies in Nigeria. Based on the findings and conclusion, it was recommended that quoted brewery companies in Nigeria should adopt horizontal integration strategies as it would improve their marketing performance.

Keywords: *Horizontal integration strategies, horizontal merger, horizontal acquisition, horizontal alliance, marketing performance, sales growth and market share growth.*

INTRODUCTION

In any industry where there are more than one firm offering products of similar function there is bound to be competition. In the Nigerian brewery industry, there are thirteen (13) brewery companies offering beer and other non-alcoholic beverages. Out of these 13 brewery companies, four (4) of them are quoted on the Nigerian Stock Exchange. These quoted brewery companies include Champion Breweries Plc, Guinness Nigeria Plc., International Breweries Plc. and Nigerian Breweries Plc. These companies have their brands scattered all over the marketplace. As the key players in the industry, these companies need to consistently improve their marketing performance so as to remain relevant in the industry and sell more of their shares to prospective investors. When a company is doing well in the market, investors are likely to buy more of its shares (Samwel, 2018). But when the marketing performance of the company is poor in all ramifications, the company will find it difficult to grow and sustain in its industry (Samwel, 2018). For this reason, shareholders mount pressure on their company's management to consistently improve their

marketing performance. However, in order for beverage companies to consistently improve their marketing performance, they need to adopt horizontal integration strategy.

Horizontal integration is the process whereby a company expands its economies of scale by acquiring, merging or collaborating with other companies (rivals) along the same supply chain (Wyatt et al, 2018). It is a type of integration pursued by a company in order to strengthen its position in the industry (Amir in Ngaru, 2016). Horizontal integration takes the form of horizontal merger, horizontal acquisition or horizontal alliance (Dinc & Erel, 2010). According to Dinc and Erel, (2010), horizontal merger is the coming together of two or more companies of similar size in the same line of business to form a new entity. Horizontal acquisition occurs when one company purchases another company along the same supply chain, while horizontal alliance is a form of partnership whereby two or more companies enter into a contract agreement and work together for a specific period of time to realize shared goals but remain independent (Dinc & Erel, 2010).

Horizontal integration is not a new business strategy as a good number of companies have over the years adopted this strategy to achieve organizational effectiveness. For instance, beverage company, Pepsico, acquired a group of restaurant chains including Pizza Hut and Taco Bell in the 1980s to extend its managerial economies of scope across its distribution system (Dorsey & Boland, 2009). Chevron and Texaco are two separate companies of similar size that merged in 2001 to form a new company known as "Chevron-Texaco Nigeria Limited." Exxon and Mobil is another good example of two companies that merged in 1999 to form a single entity with the name "Exxon Mobil Nigeria Limited." Nigerian Breweries Plc. formed a horizontal alliance with Guinness Nigeria Plc. in 1982 to promote the search for the cultivation of barley around Lake Chad basin. Nigerian Breweries Plc. also acquired 33 Breweries and Life Breweries to expand their market share.

Horizontal integration strategy is beneficial to firms that practiced it. According to Sudarsanam (2010), horizontal integration helps to lower costs and achieve greater economies of scale. It enables a company to strengthen its presence in the industry or market. Zamir et al (2014) noted that companies that adopt horizontal integration strategy tends to grow their size of operations, increase their production level, access new market, achieve greater economies of scale and reduce competition. Dorsey and Boland (2009) added that a firm using horizontal integration as a business strategy may achieve greater economies of scale, gain access to improved processing technologies and marketing techniques. Many top executives believe that their marketing performance can be improved by joining forces with their formal rivals. Such strategic move tends to bring about greater efficiency and reduce the intensity of rivalry in the industry, and making the industry more profitable. It is against this backdrop that this study examines the relationship between horizontal integration strategies and marketing performance of quoted brewery companies in Nigeria.

Statement of the Problem

The marketing performance of quoted companies in the brewery industry in Nigeria has been criticized by shareholders in recent times. Many shareholders are not satisfied with the current marketing performance of their company. The sales and market share of quoted companies in the brewery sector are declining, resulting in poor marketing performance. Given the harsh economic condition in Nigeria and the limited room for pricing actions, quoted companies in the brewery industry have been compelled to improve their efficiency across their supply chain, increase their economies of scale and market share and improve their marketing performance through horizontal integration. For instance, Nigerian Breweries Plc. and Guinness Nigeria Plc. have adopted horizontal integration strategies. In 1982, Nigerian Breweries undertook a horizontal alliance with Guinness Nigeria Plc. to promote the search for the cultivation of barley around Lake Chad basin. Nigerian Breweries Plc. acquired Sona Breweries in 2007, as well as 33 Breweries and Life Breweries, bringing its brand portfolio to 11 brands. In 2011, Nigerian Breweries merged with Consolidated

Breweries, bringing its brand portfolio to 19. However, ever since these companies embraced horizontal integration strategies, it is still not clear whether these strategies have yielded the desired result of improving their marketing performance as empirical studies that examined the relationship between horizontal integration strategies and marketing performance of quoted brewery companies in Nigeria are lacking. This has created a gap in literature which this study intended to fill and contribute to the existing literature on horizontal integration from the Nigerian perspective.

Aim and Objectives of the Study

The aim of this study was to examine the relationship between horizontal integration strategies and marketing performance of quoted brewery companies in Nigeria. The specific objectives of the study were to:

1. Explore the relationship between horizontal merger and sales growths of quoted brewery companies in Nigeria.
2. Determine the relationship between horizontal merger and market share growths of quoted brewery companies in Nigeria.
3. Ascertain the relationship between horizontal acquisition and sales growths of quoted brewery companies in Nigeria.
4. Find out the relationship between horizontal acquisition and market share growths of quoted brewery companies in Nigeria.
5. Determine the relationship between horizontal alliance and sales growths of quoted brewery companies in Nigeria.
6. Ascertain the relationship between horizontal alliance and market share growth of quoted brewery companies in Nigeria.

Research Questions

The following research questions were put forward in this study:

1. To what extent does horizontal merger relate to sales growth of quoted brewery companies in Nigeria?
2. To what extent does horizontal merger relate to market share growth of quoted brewery companies in Nigeria?
3. To what extent does horizontal acquisition relate to sales growth of quoted brewery companies in Nigeria?
4. To what extent does horizontal acquisition relate to market share growth of quoted brewery companies in Nigeria?
5. To what extent does horizontal alliance relate to sales growth of quoted brewery companies in Nigeria?
6. To what extent does horizontal alliance relate to market share growth of quoted brewery companies in Nigeria?

Research Hypotheses

The following hypotheses were formulated to guide this study:

- Ho₁: There is no significant relationship between horizontal merger and sales growth of quoted brewery companies in Nigeria.
- Ho₂: There is no significant relationship between horizontal merger and market share growth of quoted brewery companies in Nigeria.
- Ho₃: There is no significant relationship between horizontal acquisition and sales growth of quoted brewery companies in Nigeria.
- Ho₄: There is no significant relationship between horizontal acquisition and market share growth of quoted brewery companies in Nigeria.

Ho₅: There is no significant relationship between horizontal alliance and sales growth of quoted brewery companies in Nigeria.

Ho₆: There is no significant relationship between horizontal alliance and market share growth of quoted brewery companies in Nigeria.

The conceptual framework of horizontal integration strategies and marketing performance of quoted brewery companies is presented in figure 1 below:



Fig.1: Conceptual framework of horizontal integration strategies and marketing performance of quoted brewery companies

Review of Related Literature

Concept of Horizontal Integration

Horizontal integration is a corporate strategy whereby a company expands its activities to another related business chain (Millenaar, 2016). This type of integration occurs when a manufacturing firms merged with another company in the same industry and at the same level (Adeleke et al, 2008). Amir in Ngaru (2016) described horizontal integration as a type of integration pursued by a company in order to strengthen its position in the industry. A typical example of horizontal integration is Supply Chain Management, in which an organization tries to optimize the complete set of activities of order entry, purchasing, product, shipment, etc. in order to minimize the lead-time and costs of product, and at the same time maximize value for the customer (Wangler & Paheerathan, 2004).

Horizontal integration is an effective business strategy of mitigating market-related risks, small scale production and ensure higher productivity or economies of scale. By pooling resources together, horizontally integrated firms are able to minimize transaction costs, access market information and cope with government regulations easily (Mutura et al, 2016). Horizontally integrated firms are able to take actions collectively especially those that concern penetrating new markets, bargaining for better prices and use the most effective marketing channel (Mutura et al, 2016). Wyatt in Adeleke et al (2015) argued that when two firms merged together as one, it will lead to the lowest cost of capital. The amount that supposed to be spent on fixed assets will be saved, thereby reducing capital expenditures. Cai and Obara (2008) noted that a company with a big name as perceived by investors raise funds at a lowest cost due to its large scale of production and financial balance. Apart from lowering cost of capital, merged firms will become a large firm, and this firm will have monopoly power and higher degree of market influence which small ones don't have (Adetona, 2004). Merging of two firms will reduce competition and increase sales (Ahmed & Nadeem, 2015).

Companies that integrate horizontally do so because they understand the power of merger and acquisition in achieving organizational effectiveness. Some purchased companies are attractive because of their valuable brand names and other strategic resources which they hold. Such companies have built a name for themselves over the years which the new owner can leverage on to penetrate the market. The old company must have captured a good portion of the market in certain geographic areas and all the new owner needs to do is to leverage on this advantage to expand its market share instead of building a name for itself from the scratch. Top executives believed that buying a company's position is more prudent rather than to build a presence in the industry. This is part of the reason why one company acquires another company or merge with their rivals in the same industry.

Dimensions of Horizontal Integration Strategies

Horizontal integration can take various forms. The different forms of horizontal integration are known as horizontal integration strategies. Available literature shows that the horizontal integration strategies adopted by business firms include: horizontal mergers, horizontal acquisition and horizontal alliance. These dimensions of horizontal integration strategies are discussed below:

Horizontal Merger

Horizontal merger is a business strategy whereby two or more firms in the same industry are consolidated into one corporate body (Stankova et al, 2018). Alao (2010) defined horizontal mergers as the coming together of two or more companies of similar size in the same line of business to form a new entity. Dinc and Erel in Ngaru (2016) described horizontal mergers as the joining of two similar sizes, independent companies to make a joint entity. It is any amalgamation of two or more companies to form one corporate body. Coyle in Ngaru (2016) sees horizontal mergers as the coming together of two companies of roughly equal size, pooling their resources together to establish a single new business venture.

Firms merge with their competitor when there is need for it. The motivation behind horizontal mergers is most to create synergies which can be financial synergies, operational synergies or managerial synergies (Ngaru, 2016). For instance, when one house corporation has excess cash while another corporation is in need of cash to finance its activities or investments, the merger would result in an internal capital market, lower interest expenses and more efficiency (Delens, in Ngaru, 2005). A typical example of a company that adopted horizontal merger strategy is Chevron and Texaco, two separate oil companies of similar size that merged in 2001 to form a new company known as "Chevron-Texaco Nigeria Limited." Exxon and Mobil is another good example of companies that implement horizontal merger strategy as the two companies that merged in 1999 to form a single entity with the name "Exxon Mobil Nigeria Limited." In 2011, Nigerian Breweries merged with Consolidated Breweries, bringing its brand portfolio to 19 brands.

Horizontal merger can be used by firms to gain a competitive advantage in the market. Porter (2009) stated that firms that merged horizontally would gain two types of competitive advantage in the market namely; cost advantage and differentiation advantage. These two competitive advantages help to position the firms in its industry as market leaders in both cost and product differentiation. According to Porter (2009), merged firm would gain cost advantage if it is able to provide the same benefits which its competitors delivered but certainly at a lowest possible cost while differentiation advantage arise if the firm delivers benefits that surpass or exceed those of its competitors.

Horizontal Acquisition

Horizontal acquisition occurs when one company purchases another company along the same supply chain (Ahmed & Nadeem, 2015). Dinc and Erel in Nharu (2016) defined horizontal acquisition as the purchase of another company by a larger entity. A typical example of horizontal

acquisition is the case of Coke Cola Company, a beverage company that acquired Chi Nigeria Limited in 2012. Another example is Pepsico, a beverage company that acquired a group of restaurant chains including Pizza Hut and Taco Bell in the 1980s to extend its managerial economies of scope across its distribution system (Dorsey & Boland, 2009). In 2007, Nigerian Breweries Plc. acquired Sona Breweries bringing its brand portfolio to 11 brands. Morck et al in Pozzi and Vassilopoulos (2006) noted that acquiring firms that engage in takeovers, experience negative returns as an immediate value adjustment to their future expected performance when they announce unrelated acquisitions. They further reported that only acquiring firms that integrated horizontally experience positive returns.

Buying a company within the same line of business is the easiest way of expand economies of scale (Mata & Portugal, 2002).Li (1995) stated that a company that buys an existing company within the same supply chain immediately acquire the market share of the company, claims the company's existing customer base and brand image. By buying existing company, the new owner bypasses government regulations for newcomers in the industry with ease and this will help him or her to keep competition low. The new owner will be treated by government as the old one with regards to licensing (Nwidobie, 2013). Ortilieb (2020) argued that buying an existing company within the same line of production enables the new owner to take full control of the target firm. Horizontal acquisition is seen as part of business growth because it is more beneficial to take over the operations of an existing firm and niche compared to expanding on its own (Olutola, 1999).

Horizontal Alliance

Horizontal alliance is a form of partnership where two or more companies enter into a contract agreement and work together for a specific period of time to realize shared goals but remain independent (Bhide, 2001). Barringer and Harrison (2000) defined horizontal alliance is an arrangement between two or more firms in the same industry that establishes an exchange relationship but involve no joint ownership. Parkhe (2003) described horizontal alliance as a relatively enduring inter-firm co-operative agreement, involving flows and linkages that use resources and/or governance structures from autonomous organizations, for the joint accomplishment of the mission and goals of each sponsoring firm. In other words, horizontal alliances are collaborative agreements between two or more firms in the same line of business that involve the exchange and sharing of multiple resources for co-development of technologies or products (Lofstrom, 2000). An alliance is *horizontal* when two or more firms in same industry decide to work together in contract agreement to achieve common goals (Elmuti & Kathawala, 2001).

Horizontal alliance takes the form of a short term partnership in which the two different companies jointly undertake a transaction for mutual profit. Generally each company contributes assets and share risks. Like a partnership, horizontal alliance can involve any type of business transaction. However, most joint ventures involve companies in the same industry (horizontal alliance) but within a corporate framework (Findik & Beyhanb, 2015). Horizontal alliance between a foreign firm and a local firm are backed by the international trade law and regulations within the country of operations (Shrader, 2001).A good number of companies in Nigeria have adopted horizontal alliance strategy. For instance, in 1982, Nigerian Breweries undertook a horizontal alliance with Guinness Nigeria Plc. to promote the search for the cultivation of barley around Lake Chad basin. Nigerian Agip Oil Company (NAOC) operates a joint venture with Nigerian National Petroleum Corporation (NNPC) and Shell Petroleum Development Company (SPDC) to execute OML 60, OML 61, OML 62 and OML 63 projects. Other companies that have embraced horizontal alliance strategy include Belema Oil Producing Ltd, Eroton Exploration and Production Limited, and Exxon Mobil Nigeria Limited.

Horizontal alliance is a common form of horizontal integration strategy (Zamir et al, 2014). Child (2001) developed a two-dimensional framework which positions horizontal alliances in relation to other forms of inter-organizational cooperation. The first dimension is the extent to which the cooperation is managed through either formalized contractual provisions that are market-based or hierarchy-based or implicit relationships dependent on interpersonal trust. The second dimension is the extent of transactional reach involved in the cooperation between organizations, i.e., the extensiveness and spread of such transactions. Strategic alliances exhibit a rather low transactional reach compared to other forms of cooperation, and span contractual (contract-based alliances) as well as trust-based cooperation (equity joint ventures).

Concept of Marketing Performance

Marketing performance refers to how well a firm is doing in the market against its competitors in terms of customer satisfaction, increasing customer patronage, making more sales, expanding its market share in the midst of competition, ensuring customer loyalty and customer retention, gaining competitive advantage (Samwel, 2018). Ritala (2012) defined marketing performance as the rate at which a company's products or services are patronized by customers in the market (sales) and the portion of the market which the firm has been able to capture (market share). A company can use its marketing performance to ascertain how consumers react to its product offerings. A good marketing performance is an indicator that the consumers are satisfied with the products offered and vice versa.

Measuring marketing performance is crucial to the growth and survival of an organization. When a company is doing well consistently in terms of increasing sales and market share from year to year, the company will be able to make more profit and expand its operations. But when the marketing performance of the company is poor in all ramifications (poor level of customer patronage, poor sales and decrease market share), the company will find it difficult to grow and sustain in its industry (Samwel, 2018). For this reason, shareholders and business owners are interested in knowing how well their company is doing in the market. If a company experienced massive increase in customer patronage, sales and market share, the company is said to have a good marketing performance in the period under review and vice versa (Niazi, 2011).

Improving marketing performance is the ultimate objective of every company irrespective of its size and sector it belongs. Companies in the automobile industry want to improve their marketing performance because it is a sure way of achieving business growth and survival. An automobile company that is able to consistently improve its marketing performance stands a better chance of surviving in its industry. Such company can be assured of massive growth in revenue which will enable it to expand its business operations and increase its assets base (Craig, 2010). Improving marketing performance is the key that opens the door to firm growth. Automobile companies can only grow its revenue and assets if it is able to continuously improve its marketing performance in terms of increasing sales beyond expected budgets, increasing market share (customer base), profit margin, customer satisfaction, customer loyalty and retention, as well as gaining a competitive edge in the market (Ellickson, 2015).

Measures of Marketing Performance

Marketing performance can be measured using various criteria. However, in this study, marketing performance is measured using sales growth and market share growth. These measures are discussed below:

Sales Growth

Sales growth refers to an increase in the quantity or amount of goods sold by a company over a given period of time (Ellickson, 2015). Sales growth of a company can be determined by comparing

the amount of sales made by the company periodically usually yearly (Burke, 2005). If the sales made by a company in 2019 for example is N20 million and the amount of sales made by the same company in 2020 is N25 million, the company can be said to have experienced sales growth of 5million.Roberge (2014) stated that sales growth is usually calculated in percentage and the percentage increase is often referred to as the "sales growth rate." Companies often measure their sales growth rate periodically. Although some companies may determine their sales growth on a monthly, quarterly or yearly basis, evidence showed that small sized companies measure their sales growth on a daily or weekly basis (Millenaar, 2016). A company is said to have experienced sales growth if the amount of goods sold this week is N2million and the amount of goods sold last week is N1 million. The additional NI million is recorded as the sales growth. When a company experiences a significant growth in sales, it means more profit for his business and when the profit for the business increases, the company can then expand his operations and achieve business growth.

Sales growth is one of the key indicators for measuring marketing performance. Every company irrespective of the sector it belongs wants to increase its sales because it is the only way to improve their marketing performance. Findik and Beyhanb (2015) posited that the profit is the main reason for setting up a business but without massive increase in sales there can be no profit. This implies that sales determine the profit margin and this is the reason why managers are strategizing to increase sales. Masese et al (2019) argued that increasing the sales of a company implies increase in profit margin. Craig (2010) stated that sales growth is an important competitive factor because it shows that the company is doing well as against its competitors. When a manager looks at its sales records, and observed a significant growth rate, he or she will feel happy. If the manager discovers that the sales are decreasing consistently, he or she will feel sad and make efforts to find out the cause of such drop. The manager may decides to innovate product, retrain staff, engage in extensive promotion or integrate horizontally.

Market Share Growth

According to Kotler and Armstrong (2004), market share is the percentage or proportion of the total available market or market segment that is being served by a company. It is determined by dividing a brand's sales volume by the total category sales volume. It is necessary to commission market research (generally desk/secondary research) to determine the firm's market share. A company's market share can be ascertained by calculating the sales made by the company at a given period and divide 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. Market share growth refers to the increase in the portion of the market captured by a company from year to year (McKelvie & Wiklund, 2010).

Market share growth is one of the most important criteria used to measure marketing performance of a firm (Misumi & Peterson, 2005). The main advantage of using market share growth as a measure of marketing performance is that it is less dependent upon macro-environmental variables such as the state of the economy or changes in tax policy. A firm's marketing performance in relation to competitors can be measured by the proportion of the market that the firm is able to capture (Misumi & Peterson, 2005). Increasing market share is the most important goal for companies because it has a direct impact on revenue (Amelia, 2017). In many instances, market share is often considered as an important asset for competing firms because it helps to increase revenue and enhance business growth. However, a company that experiences a decline in market share will have a serious problem on the long-run. Armstrong and Greene (2007) stated that companies whose market share is below a certain level will not be profitable and may cease from operation anytime soon.

Theoretical Review

This study is anchored on the integration theory which was developed by Milan in 1943. The theory states that transnational cooperation is highly required in order to resolve common problems. Milan (1943) emphasized the need for ramification which is the likelihood that cooperation in one sector would lead government extending the range of collaboration across other sectors. Milan explained that as states become more embedded in an integration process, the cost of withdrawing from cooperative ventures increases. The integration theory emphasized that a firm that wants to integrate with other similar firm must first of all undertake organizational restructuring to establish stability of partnership. It is on this note that Woodrow Wilson in Wyatt et al (2018) opined that firms will make competition less likely and intensive if they integrate horizontally. In line with this idea, it should be recalled that integration strives well in sectors where there is huge capital investment.

Integration theory promotes free trade and cooperation. According to Schiff (2003), free trade is a policy in international markets in which government does not restrict imports or export. Free trade is exemplified by European Union, European Economic Area and North American Free Trade Agreement which has established open markets. Free trade is the core idea of the 19th century liberalism which brought mutual benefit even though in some cases trade can be exploitative in nature, as exemplified by Rodney in the case of European Colonist and African chiefs. Burchill (2001) encouraged global harmony and peace through free trade. He posited that free trade meant:

Breaking down the barriers that separate nations; those barriers behind which nestle feelings of pride, revenge, hatred, and jealousy which every now and then breaks their bonds and deluge whole countries with bloods, those feelings which nourished the poison of war and conquest, which assert that without conquest we can have no trade, which foster that lust for conquest and dominion which commit warriors chiefs to sanction and devastations through other lands.

Liberalists emphasized more on free trade when they stated that the doctrine that unfettered trade helps prevent disputes from escalating into war. This is because trade brings tighter economic relations between two or more groups in which such healthy relationships cannot be undermined. Similarly, Kegley and Banton (2011) noted that:

Commercial intercourse creates a material incentive to resolve disputes peacefully; as war reduces profits by interrupting vital economic exchange. Secondly, cosmopolitan business elites who profit from these exchanges compromise a powerful transactional interest group with a stake in promoting amicable solutions to fostering disagreements. Finally, the web of trade between countries increases communications erodes nation selfishness and encourages both sides to avoid ruinous clashes (pp. 38-39).

Relating the integration theory to this study, it can be inferred that firms should collaborate with one another because of the benefits of such partnership which will help to improve marketing performance. The theory of integration clearly explained the reasons behind horizontal integration among business firms. The idea of horizontal integration will help firms to address and proffer solutions to common problems and improve their marketing performance. The integration theory argues that if firms integrate horizontally, it will reduce the level and intensity of competition in their industry and achieve organizational effectiveness. In light, Jackson and Sorenson (2015) advised firms in the same industry to integrate so as to reduce the level of competition and achieve organizational effectiveness. In particular, the flow from inter-firm collaboration will foster prosperity and at the same time achieve organizational effectiveness.

Empirical Review

A number of related empirical studies have been conducted on horizontal integration strategies and marketing performance of firms. For instance, Orugbu et al (2015) explored the relationship between horizontal integration and organizational performance in Nigeria. The study adopted the quantitative research approach and the descriptive survey design. The researchers used a structured questionnaire to collect data from managers in automobile firms in South-East geopolitical zone of Nigeria. The data collected were analyzed statistically using descriptive statistics such as frequency and percentage tables, mean and standard deviation, and the non-parametric statistical tool such as analysis of variance, Pearson Product Moment Correlation, multiple regression analysis and SPSS. The findings revealed that a positive relationship exists between horizontal mergers and performance of automobile firms in South-East geopolitical zone of Nigeria. The study also found a significant relationship between horizontal alliance and performance of automobile firms in South-East geopolitical zone of Nigeria. The study equally reported that horizontal acquisition has significant positive relationship with firm performance in the automobile industry in South-East geopolitical zone of Nigeria.

Millenaar (2016) examined the influence of horizontal integration on business performance. The researcher adopted the cross-sectional survey research design where a structured questionnaire to obtain data from managers of oil and gas companies in the United States of America. The data collected were analyzed using descriptive statistics such as percentage and frequency tables, mean and standard deviation and influential statistics such as Pearson Product Moment Correlation and regression analysis. After analyzing the data collected, the researcher discovered that a significant positive relationship exists between horizontal integration strategies (mergers, acquisition and strategic alliance) and business performance of oil and gas companies as measured by productivity and profitability.

Scott Morton (2002) empirically examined horizontal integration of brand and generic firms in the pharmaceutical industry. The researcher adopted the survey research design where a structured questionnaire to obtain data from owners of pharmaceutical firms in the United States of America. The data collected were analyzed using descriptive statistics such as percentage and frequency tables, mean and standard deviation and influential statistics such as t-test, Chi-Square and ANOVA. After analyzing the data collected, the researcher discovered that a significant difference exists in the horizontal integration strategy of brand and generic firms in the pharmaceutical industry. The study revealed that horizontal strategy significantly improve the marketing performance of pharmaceutical firms in the United States of America.

Cai and Obara (2008) empirically examined the relationship between horizontal integration and firm's reputation. The researchers adopted the cross-sectional survey research design where data were collected through the use of a structured questionnaire. The data were collected from 71 managers in manufacturing companies in India. The data collected were analyzed using mean and standard deviation while the formulated hypotheses were tested using simple regression analysis and the SPSS. The findings revealed that horizontal integration strategy significantly improve firms' reputation.

Spang et al (2009) examined the effect of non-rural hospital mergers and acquisitions on cost and price outcomes of hospitals. The researchers adopted the survey research design where data were collected from managers in hospitals in India. The data were collected using a structured questionnaire while the percentage and frequency tables, mean, standard deviation and factor analysis were used for data analysis. The findings revealed that Y consolidating hospitals may be able to concentrate very costly and highly specialized services in one physical location, reducing average costs. The study also revealed that Y hospitals can compete on the basis of price and

therefore have an incentive to merge with highly technical departments to reduce capital and labour costs. The study equally revealed that Y hospital can also take advantage of cost savings by combining administrative duties to reduce overhead or contracting cost in non-revenue producing cost centres.

Clougherty (2009) explored the impact of horizontal mergers on firms' rivals. The researchers adopted the descriptive survey research design where data were collected from managers in construction firms in India. The instrument used in obtaining data from the respondents was a structured questionnaire while the percentage and frequency tables, mean, standard deviation and regression analysis were used for data analysis. The findings revealed that horizontal merger has a significant impact on firms' rivals. The study revealed that horizontal merger significantly improve the competitiveness of firms in the construction sector in India.

Ahmed and Nadeem (2015) carried out a study to determine the impact of horizontal integration on bank performance in Pakistan. Their study employed the qualitative research approach and descriptive survey research design where data were collected from managers in the banking industry through the use of questionnaire. The data collected from the respondents were analyzed statistically using percentage and frequency analysis while the hypotheses were tested using t-test and regression analysis. The findings showed that horizontal integration significantly improve bank performance in Pakistan.

Gap in Literature

From the literature review, it was observed that a good number of studies have been conducted on horizontal integration strategies of business firms. However, most of the studies conducted on horizontal integration strategies relate the concept to business performance (profitability) while empirical studies that specifically relate horizontal integration strategies to marketing performance of quoted brewery companies in Nigeria are absent. Even the relationship between the dimensions of horizontal integration strategies (horizontal merger, horizontal acquisition and horizontal alliance) and measures of marketing performance (sales growth and market share growth) of quoted brewery companies in Nigeria are yet to be properly investigated. This has created a vacuum in literature which the present study intended to fill.

Operational Framework

The operational framework of the relationship between horizontal integration strategies and marketing performance of quoted brewery companies is presented in figure 2 below:

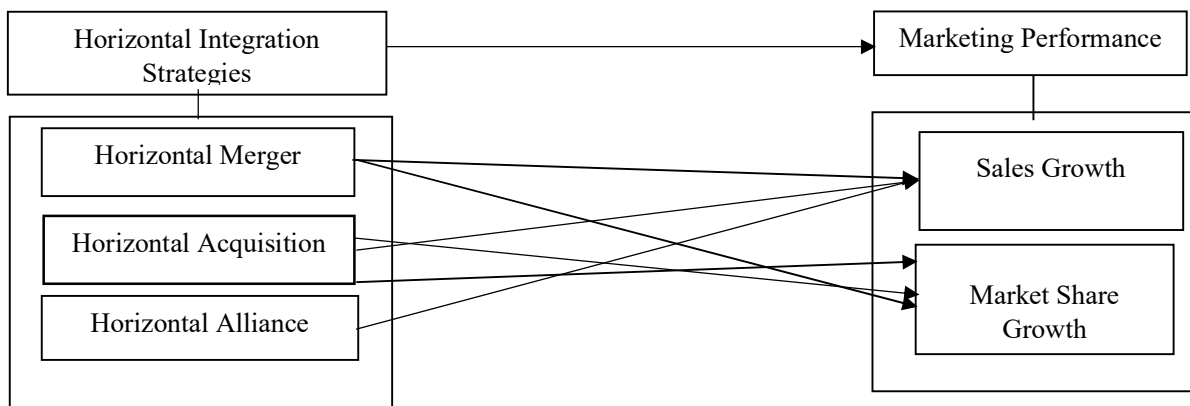


Fig.2: Operational framework of the relationship between horizontal integration strategies and marketing performance of quoted brewery companies

METHODOLOGY

The positivism research philosophy and correlational research design were adopted in this study. The population of this study consisted of the four (4) brewery companies quoted on the Nigerian Stock Exchange. These companies include Champion Breweries Plc., Guinness Nigeria Plc., International Breweries Plc. and Nigerian Breweries Plc. The unit of analysis was made up of managers of the four (4) quoted brewery companies in Nigeria. The managers include: branch managers, strategic managers, operational managers, production managers, marketing managers, and sales managers. A population of 24 managers of the above categories were drawn from the four (4) quoted brewery companies in Nigeria. Since the population is relatively small and researchable, there was no need to determine a sample size, hence the census sampling technique was adopted. A structured questionnaire was used as the main instrument for data collection. The questionnaire was structured using the modified four (4) points Likert rating scale which range from Strongly Agree, Agree, Disagree to Strongly Disagree. The questionnaire was validated through face and content analysis while Cronbach Alpha method was used to determine the reliability of the instrument. Twenty-four (24) copies of the questionnaire were prepared and administered to the respondents (managers) of the quoted brewery companies in Nigeria. Out of the 24 questionnaires administered, 21 copies were retrieved from the respondents. The data collected were analyzed using descriptive statistics while the hypotheses were tested using Spearman Rank Order Correlation Coefficient (ρ). The SPSS version 23.0 was used to compute the ρ value.

Empirical Results and Discussion

The results of the statistical analysis carried out on the study variables were presented in this section. The data collected on horizontal integration strategies (horizontal merger, horizontal acquisition and horizontal alliance) were correlated with those obtained on marketing performance variables (sales growth and market share growth) using the Spearman Rank Order Correlation Coefficient (ρ). This was done with the aid of the SPSS version 23.0. The results of the bivariate analysis were presented in tables below:

Table 1: Result of bivariate analysis between horizontal merger and sales growth of quoted brewery companies in Nigeria

			Horizontal Merger	Sales Growth
Spearman Rank(ρ)	Horizontal Merger	Correlation Coefficient	1.000	.688**
		Sig. (2 tailed)	.	.001
		N	21	21
	Sales Growth	Correlation Coefficient	.688**	1.000
		Sig. (2 tailed)	.001	.
		N	21	21

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

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 1 depicts the result of bivariate analysis carried out between horizontal merger and sales growth of quoted brewery companies in Nigeria. The result indicates that horizontal merger is strongly and positively correlated to sales growth of quoted brewery companies in Nigeria ($\rho = .688^{**}$) and this correlation is significant at 0.01 level as indicated by the symbol **. Based on

this result, the null hypothesis (H_{01}) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is strong positive and significant relationship between horizontal merger and sales growth of quoted brewery companies in Nigeria.

Table 2: Result of bivariate analysis between horizontal merger and market share growth of quoted brewery companies in Nigeria

			Horizontal Merger	Market Share Growth
Spearman Rank(rho)	Horizontal Merger	Correlation Coefficient	1.000	.807**
		Sig. (2 tailed)	.	.001
		N	21	21
	Market Share Growth	Correlation Coefficient	.807**	1.000
		Sig. (2 tailed)	.001	.
		N	21	21

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

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 2 presents the result of bivariate analysis carried out between horizontal merger and market share growth of quoted brewery companies in Nigeria. The result shows that horizontal merger has a very strong and positive correlation with market share growth of quoted brewery companies in Nigeria ($\rho = .807^{**}$) and this correlation is significant at 0.01 level as indicated by the symbol **. As a result of this, we then reject the null hypothesis (H_{02}) and accept the alternate hypothesis which states that there is very strong positive and significant relationship between horizontal merger and market share growth of quoted brewery companies in Nigeria.

Table 3: Result of bivariate analysis between horizontal acquisition and sales growth of quoted brewery companies in Nigeria

			Horizontal Acquisition	Sales Growth
Spearman Rank(rho)	Horizontal Acquisition	Correlation Coefficient	1.000	.712**
		Sig. (2 tailed)	.	.001
		N	21	21
	Sales Growth	Correlation Coefficient	.712**	1.000
		Sig. (2 tailed)	.001	.
		N	21	21

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

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 3 shows the result of bivariate analysis carried out between horizontal acquisition and sales growth of quoted brewery companies in Nigeria. The result indicates that horizontal acquisition has a strong positive correlation with sales growth of quoted brewery companies in Nigeria ($\rho = .712^{**}$) and the symbol ** signifies that this correlation is significant at 0.01 level. Based on this result, the null hypothesis (H_{03}) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is a strong positive and significant relationship between horizontal acquisition and sales growth of quoted brewery companies in Nigeria.

Table 4: Result of bivariate analysis between horizontal acquisition and market share growth of quoted brewery companies in Nigeria

			Horizontal Acquisition	Market Share Growth
Spearman Rank(rho)	Horizontal Acquisition	Correlation	1.000	.840**
		Coefficient	.	.001
		Sig. (2 tailed)	21	21
		N		
	Market Share Growth	Correlation	.840**	1.000
		Coefficient	.001	.
		Sig. (2 tailed)	21	21
		N		

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

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 4 depicts the result of bivariate analysis carried out between horizontal acquisition and market share growth of quoted brewery companies in Nigeria. The result shows a very strong positive relationship between horizontal acquisition and market share growth of quoted brewery companies in Nigeria ($\rho = .840^{**}$) and this correlation is significant at 0.01 level as indicated by the symbol **. Consequently, the null hypothesis (H_{04}) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is very strong positive and significant relationship between horizontal acquisition and market share growth of quoted brewery companies in Nigeria.

Table 5: Result of bivariate analysis between horizontal alliance and sales growth of quoted brewery companies in Nigeria

			Horizontal Alliance	Sales Growth
Spearman Rank(rho)	Horizontal Acquisition	Correlation	1.000	.576**
		Coefficient	.	.001
		Sig. (2 tailed)	21	21
		N		
	Sales Growth	Correlation	.576**	1.000
		Coefficient	.001	.
		Sig. (2 tailed)	21	21
		N		

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

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 5 contains the result of bivariate analysis carried out between horizontal alliance and sales growth of quoted brewery companies in Nigeria. The result shows that a horizontal alliance is moderately and positively correlated to sales growth of quoted brewery companies in Nigeria ($\rho = .576^{**}$) and the symbol ** indicates that this correlation is significant at 0.01 level. Based on this result, the null hypothesis (H_{05}) is rejected and the alternate hypothesis is accepted. This implies that we then accept that there is moderate positive and significant relationship between horizontal alliance and sales growth of quoted brewery companies in Nigeria.

Table 6: Result of bivariate analysis between horizontal alliance and market share growth of quoted brewery companies in Nigeria

			Horizontal Alliance	Market Share Growth
--	--	--	---------------------	---------------------

Spearman Rank(rho)	Horizontal Acquisition	Correlation	1.000	.651**
		Coefficient	.	.001
		Sig. (2 tailed)	21	21
		N		
	Market Share Growth	Correlation	.651**	1.000
		Coefficient	.001	.
		Sig. (2 tailed)	21	21
		N		

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

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 6 presents the result of bivariate analysis carried out between horizontal alliance and market share growth of quoted brewery companies in Nigeria. The result shows that horizontal alliance is strongly and positively correlated to market share growth of quoted brewery companies in Nigeria ($\rho = .651^{**}$) and this correlation is significant at 0.01 level as indicated by the symbol **. Based on this result, the null hypothesis (H_{06}) is rejected and the alternate hypothesis is accepted. This means that there is strong positive and significant relationship between horizontal alliance and market share growth of quoted brewery companies in Nigeria.

Discussion of Findings

This study found a strong positive relationship between horizontal merger and sales growth of quoted brewery companies in Nigeria. This finding emerged from the result of the bivariate analysis carried out on two variables in the first hypothesis. The result revealed that horizontal merger is strongly and positively correlated to sales growth of quoted brewery companies in Nigeria ($\rho = .688^{**}$) and this correlation is significant at 0.01 level. Based on this result, the null hypothesis (H_{01}) was rejected and the alternate hypothesis was accepted. This means that we then accepted that there is strong positive and significant relationship between horizontal merger and sales growth of quoted brewery companies in Nigeria. This finding is supported by Ngaru (2016) who noted that horizontal merger significantly increase the sales of a company. Stankova et al (2018) also agreed with this finding when they stated that a company is likely to grow its sales if it mergers with its closest rival.

This study also found a strong positive and significant relationship between horizontal merger and market share growth of quoted brewery companies in Nigeria. This finding was derived from the result of the bivariate analysis carried out on the two variables in the second hypothesis. The result revealed that horizontal merger has a very strong and positive correlation with market share growth of quoted brewery companies in Nigeria ($\rho = .807^{**}$) and this correlation is significant at 0.01 level. As a result of this, we then rejected the null hypothesis (H_{02}) and accepted the alternate hypothesis which states that there is very strong positive and significant relationship between horizontal merger and market share growth of quoted brewery companies in Nigeria. This finding is in line with the research conducted by Chatizkel (2009) which reported that horizontal merger significantly increase the customer base of a firm. Sudarsanam (2010) also agreed with this finding when she revealed that a company can increase its market share if it embraces horizontal merger with its major competitor. This study discovered a strong positive and significant relationship between horizontal acquisition and sales growth of quoted brewery companies in Nigeria. This finding was deduced from the result of the bivariate analysis carried out on the two variables in the third hypothesis. The result revealed that horizontal acquisition has a strong positive correlation with sales growth of quoted brewery companies in Nigeria ($\rho = .712^{**}$) and this correlation is significant at 0.01 level. Based on this result, the null hypothesis (H_{03}) was rejected and the alternate hypothesis was accepted. This means that we then accepted that there is a

strong positive and significant relationship between horizontal acquisition and sales growth of quoted brewery companies in Nigeria. This finding is consistent with the research conducted by Cai and Obara (2008) which reported that horizontal acquisition enables a company to increase its sales turnover. Mutura (2009) also supported this finding when they stated that a company has a better chance of growing its sales if it acquires existing company in the same line of business. This study found a very strong positive and significant relationship between horizontal acquisition and market share growth of quoted brewery companies in Nigeria. This finding emerged from the result of the bivariate analysis carried out on the two variables in the fourth hypothesis. The result showed a very strong positive relationship between horizontal acquisition and market share growth of quoted brewery companies in Nigeria ($\rho = .840^{**}$) and this correlation is significant at 0.01 level. Consequently, the null hypothesis (H_{04}) was rejected and the alternate hypothesis was accepted. This means that we then accepted that there is very strong positive and significant relationship between horizontal acquisition and market share growth of quoted brewery companies in Nigeria. This finding is supported by Mata and Portugal (2002) who noted that a company that acquires another company in its industry is likely to increase its market share and profitability. Ortilieb (2020) agreed with this finding when he stated that horizontal acquisition significantly boosts the market share of a firm.

This study also found a moderate positive and significant relationship between horizontal alliance and sales growth of quoted brewery companies in Nigeria. This finding was derived from the result of the bivariate analysis carried out on the two variables in the fifth hypothesis. The result revealed that horizontal alliance is moderately and positively correlated to sales growth of quoted brewery companies in Nigeria ($\rho = .576^{**}$) and this correlation is significant at 0.01 level. Based on this result, the null hypothesis (H_{05}) was rejected and the alternate hypothesis was accepted. This implies that we then accepted that there is moderate positive and significant relationship between horizontal alliance and sales growth of quoted brewery companies in Nigeria. This finding is consistent with the research conducted by Barringer and Harrison (2000) and Bhide (2001) as both studies revealed that horizontal alliance significantly enhance sales growth of a firm.

Finally, it was discovered that horizontal alliance has strong positive and significant relationship with market share growth of quoted brewery companies in Nigeria. This finding emanated from the result of the bivariate analysis carried out on the two variables in the eighth hypothesis. The result showed that horizontal alliance is strongly and positively correlated to market share growth of quoted brewery companies in Nigeria ($\rho = .651^{**}$) and this correlation is significant at 0.01 level. Based on this result, the null hypothesis (H_{06}) was rejected and the alternate hypothesis was accepted. This means that we then accepted that there is strong positive and significant relationship between horizontal alliance and market share growth of quoted brewery companies in Nigeria. This finding is supported by Ahmed and Nadeem (2015) and Findik and Beyhanb (2015) as their studies revealed that horizontal alliance significantly increase the customer base of a firm.

CONCLUSIONS

From the analysis carried out, it was confirmed that horizontal integration strategies are capable of improving the marketing performance of quoted brewery companies in Nigeria. The results of this study proved this as horizontal merger was found to be significant predictor of sales growth and market share growth of quoted brewery companies in Nigeria. Horizontal acquisition was also reported to be a significant predictor of sales growth and market share growth of quoted brewery companies in Nigeria. This study equally confirmed that horizontal alliance was significantly correlated to sales growth and market share growth of quoted brewery companies in Nigeria. Since horizontal merger, horizontal acquisition and horizontal alliance are significant predictors of sales growth and market share growth, then it is concluded that horizontal integration strategies have a significant relationship with the marketing performance of quoted brewery companies in Nigeria.

The implication of this is that if quoted brewery companies in Nigeria adopt horizontal integration strategies, it will improve their marketing performance.

RECOMMENDATIONS

The following recommendations are provided for this study:

1. That, quoted brewery companies in Nigeria particularly those that are experiencing poor marketing performance should adopt horizontal integration strategies as it would improve their marketing performance.
2. That, quoted brewery companies in Nigeria that are determine to increase sales and position themselves in their industry as market leaders should adopt horizontal merger as it would give them cost and differentiation advantages in their industry and increase their sales volume and profitability.
3. That, quoted brewery companies in Nigeria that are determine to increase their market share should acquire a company within the same line of business (horizontal acquisition) as this would enable them expand their economies of scale by acquiring the market share of the purchased company and claiming its existing customer base and brand image.
4. That, quoted brewery companies in Nigeria that have a huge and difficult project to execute should engage in horizontal alliance as such partnership with their closest rivals would enable them execute the project successfully and improve their marketing performance.
5. Finally, it is recommended that quoted brewery companies in Nigeria should periodically review their horizontal integration strategies to identify those areas that create rooms for loopholes and adjust them accordingly to improve their marketing performance.

REFERENCES

- Adeleke, B.S., Onodugo, V.A. & Akanji, O.J. (2018). Does horizontally integrated firms enjoy competitive advantage in the value-chain? Evidence from Nigerian Financial Sector. *International Journal of Advancements in Research & Technology*, 7 (7), 143-169.
- Adetona, A. (2004). Case studies of merger in Nigeria. Business Day, p9.
- Ahmed, A. (2000). Legal framework and procedures for mergers and acquisition in Nigeria. Security and Exchange Commission Symposium.
- Ahmed, A. & Nadeem, M. (2015). Mergers and acquisitions and banks' performance in Pakistan. *Journal of Business Management and Economics*, 3 (10), 28-32.
- Alao, R.O. (2010). Mergers and acquisition in the Nigerian banking industry: An advocate of three Mega Banks. *European Journal of Social Sciences*, 15 (4), 21-44.
- Amelia, F.J. (2017). Competitive advantages build with products differentiation strategy and services quality: A study Star Hotels in Jakarta Indonesia. *International Journal of Advancement in Engineering Technology, Management and Applied Science*, 4(3), 114-123.
- Armstrong, J. S. & Greene, K. C. (2007). Competitor – oriented objectives: The myth of market share. *International Journal of Business*, 12 (1): 116–134.
- Barringer, B.R. & Harrison, J.S. (2000). Walking in tightrope: Creating value through inter-organizational relationships. *Journal of Management*, 26(3), 367-403.

- Bhide, O. (2011). Strategic alliances in Firms. *Journal of Management*, 12 (9), 167-174.
- Cai, H. &Obara, I. (2008). Horizontal integration and firm's reputation. A paper delivered at Brown University, Stanford.
- Chakravarty, S. R. (1998). Efficient horizontal mergers. *Journal of Economic Theory*, 82 (1), 227-289.
- Child, J. (2001). *Learning through strategic alliances*. Oxford University Press.
- Clougherty, J.A. (2009). The impact of horizontal mergers on rivals: Gains to be left outside a merger. *Journal of Management Studies*, 5 (2), 1365-1395.
- Craig, C.J. (2010). The marketing orientation-marketing performance relationship: The empirical link in international joint ventures. *International Journal of Trade and Global Markets*, 3 (4), 414-431.
- Cross, D. (2012). How to determine sales turnover from financial statements. Retrieved from: <http://www.accountingtool.com/>
- Dinc, A. &Erel, I. (2010). Economic nationalism in merger and acquisitions. Fisher College of Business Working Paper, 4 (1), 55-61.
- Dorsey, S. & Boland, M. (2009). The impact of integration strategies on food business firm value. *Journal of Agricultural and Applied Economics*, 41 (3), 585-598.
- Ellickson, P.B. (2015). Market structure and performance. *International Encyclopedia of the Social & Behavioural Science*, 2: 549-554.
- Elmuti, D. &Kathawala, Y. (2001). An overview of strategic alliances. *Management Decision*, 2 (3), 205-218.
- Findik, D. &Beyhanb, B. (2015). The impact of external collaborations on firm innovation performance: Evidence from Turkey. *Procedia - Social and Behavioral Sciences*, 195 (5) 1425 – 1434.
- Kotler, P. & Armstrong, G. (2004). *Principles of marketing*. Pearson Education.
- Kumar, V. & Petersen, J.A. (2005). Using a customer-level marketing strategy to enhance firm performance: A review of theoretical and empirical evidence. *Journal of the Academy of Marketing Science*, 33 (4), 504-519.
- Li, J. (1995). Foreign entry and survival: Effects of strategic choices on performance in international markets. *Strategic Management Journal* 16, 333-351.
- Lofstrom, S.M. (2000). Absorptive capacity in strategic alliances: Investigating the effects of individuals' social and human capital on Inter-firm learning. Paper Presented at the Organizational Science Winter Conference, Keystone, Colorado.
- Maohua L. (2009). The customer value strategy in the competitiveness of companies. *International Journal of Business and Management*, 4(2), 136-141.

- Masese, E.K., Omari, S. & Ngacho, C. (2019). Empirical evaluation of the role of horizontal and vertical integration on performance of public organizations. *International Journal of Research and Innovation in Applied Science*, 4 (10), 9-14.
- Mata, J. & Portugal, P. (2002). The survival of new domestic and foreign owned firms. *Strategic Management Journal*, 23, 323-343.
- McKinsey, C., Baungartner, T. & Hatami, H. (2016). Sales growth: Five proven strategies from the world's sales leaders hardcover. The Amazon Book Review.
- McIvor, R. (2009). How the transaction cost and resource-based theories of the firm inform outsourcing evaluation. *Journal of Operations Management*, 27(1), 45–63.
- Millenaar, M.J. (2016). The influence of horizontal integration on business performance. B.Sc. thesis, Wageningen University.
- Misumi, J. & Peterson, M.F. (2005). The performance maintenance theory of leadership: Review of a Japanese research program. *Administrative Science Quarterly*, 30:198 - 223.
- Mutura, J., Nyairo, N., Mwangi, M. & Wambugu, S. (2016). Analysis of determinants of vertical and horizontal integration among small holder dairy Farmers in Lower Central Kenya. *International Journal of Agricultural and Food Research*, 6 (1), 1-15.
- Nawaz, J. N. & Nawaz, R.Y.M.A. (2012). Human resource management and productivity: A comparative study among Banks in Behawalpur Division. *European Journal of Business and Management*, 4 (8), 253-261.
- Ngaru, B.W. (2016). An assessment of competitive advantage gained through horizontal integration: A case of Insurance Company of East Africa-Lion Group. United States International University-Africa.
- Niazi, A.S. (2011). Training and development strategy and its roles in organizational performance. *Journal of Public Administration and Governance*, 1 (2), 42-57.
- Nwidobie, B.M. (2013). Bank mergers and acquisition and shareholders' wealth maximization in Nigeria. *Journal of Applied Finance and Banking*, 3 (3), 255-270.
- Ogunnaike, O. O., Ibidunni, S. A., Adetowubo-King, S. (2014). Assessing the link between service innovation and performance in telecommunication industry. *Science Journal of Business and Management*, 2(1): 16-23.
- Olutola, O.M. (1999). Imperatives of mergers and acquisitions: A paper presented at Security and Exchange Commission (SEC) Central Area, Abuja.
- Ortilieb, E. (2020). Entering a new market? Tips for small business owners. Retrieved from: <https://www.fastcapital60.com/blog/new-market-entry-strategy/>
- Parkhe, A. (2001). Inter-firm diversity, organizational learning, and longevity in global strategic alliances. *Journal of International Business Studies*, 22(4), 579–601.

- Porter, M.E. (2009). *Competitive Strategy: Technique for analyzing industries and competitors* (4theds.). Free Press.
- Porter, M.E., Schwab, K. & Lopez-Claros, A. (2006). The global competitiveness report 2005-2006: Underpinning rising prosperity. *World Economic Forum*, Palgrave MacMillan.
- Pozzi, C. & Vassilopoulos, P. (2009). The impact of vertical integration and horizontal diversification on the value of energy firms. *Journal of Strategic Marketing*, 3 (2), 163-179.
- Reibstein, D.J., Bendle, N.T., Farris, P.W. & Pfeifer, P.E. (2006). *Marketing metrics: 50 metrics every executive should Master*. Pearson Education.
- Ritala, P. (2012). Competition strategy – When is it successful? Empirical evidence on innovation and market performance, *British Journal of Management*, 23(3), 307-332.
- Roberge, M. (2014). *The sales acceleration formula: Using data, technology, and inbound selling to go from \$0 to \$100*. New York: Macmillan Publications.
- Samwel, J. O. (2018). Impact of employee training on organizational performance: Case study of drilling companies in Geita, Shinyanya and Mara Regions in Tanzania. *International Journal of Managerial Studies and Research*, 6 (1), 36-41.
- Scott Morton, F. (2002). Horizontal integration between brand and generic firms in the Pharmaceutical Industry. *Journal of Economics & Management Strategy*, 1 (1), 135-168.
- Shao, G. (2008). Acquisition vs joint ventures: The internet expansion strategy of US media companies. *Global Media Journal*, 7(2), 134-151.
- Shih, T. (2018). Determinants of enterprises radical innovation and performance: Insights into strategic orientation of cultural and creative enterprises. *Sustainability*, 10 (1), 1871-1884.
- Spang, H. R., Arnould, R. J., &Bazzoli, G. J. (2009). The effect of non-rural hospital mergers and acquisitions: An examination of cost and price outcomes. *The Quarterly Review of Economics and Finance*, 49(2), 323-342.
- Stankova, P., Papadaki, S. &Dvorsky, J. (2018). Comparative analysis of the perception of the advantages and disadvantages of hospital horizontal integration. *Journal of Business Administration and Management*, 1 (21), 101-115.
- Sudarsanam, S. (2010). *Creating value from mergers and acquisitions: The challenges* (2nd Eds.). The Free Press.
- Wangler, B. &Paheerathan, S.J. (2014). Horizontal and vertical integration of organizational IT systems. Institute of Computer Technology, University of Colombo, Sri Lanka.
- Wyatt, S., Miller, R. &Spilsbury, P. (2018). Horizontal or vertical: Which way to integrate? Approaches to community services integration and consequences for emergency hospital activity: A case study based on the transforming community services policy. The Strategy Unit, NHS Midlands and Lancashire CSU.

Zamir, Z., Sahar, A. & Zafar, F. (2014). Strategic alliances: A comparative analysis of successful alliances in large and medium scale enterprises around the world. *Educational Research International Journal*, 3 (1), 25-39.