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SUPPLY CHAIN MANAGEMENT COLLABORATIONS AND MARKETING PERFORMANCE OF OIL AND GAS FIRMS IN PORT-HARCOURT.

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ABSTRACT

This study empirically examined the supply chain management collaborations and marketing performance of oil and gas firms in Port Harcourt, the objective of the study was to determine the relationship between SCM collaboration and marketing performance of oil and gas firms in port-Harcourt. The population of the study composed of 29 oil and gas firms in Port Harcourt. Therefore a cenus study. The manager of the respective oil and gas firm in Port Harcourt are 160 respondents. Two research question was posed and two research hypotheses was formulated. The study was a correlational research design. Pearson product moment correlation was recall to test the hypotheses and supplemented with the use of SPSS version 20.0. The result of the study should that, there is a significant positive relationship between information sharing and market share growth and sales whole growth of the oil gas firm in Port Harcourt. We therefore, concluded that SCM collaboration have a significant and positive relationship with marketing performance of oil and gas firms in Port Harcourt. We therefore recommend that building trust through transparent information – sharing practices strengthen relationship with partners and foster long term collaboration and performance improvements.

Keywords: ***SCM Management Collaboration, Information – Sharing, Marketing Performance Sales Volume Growth, And Market Share Growth.***

INTRODUCTION

The relationship between supply chain management (SCM) collaboration and marketing performance is increasingly becoming a critical area of interest for oil and gas firms in Port Harcourt, Nigeria. This is due to the strategic importance of collaboration within supply chains in enhancing operational efficiency and achieving competitive advantage in the dynamic markets. Collaborative SCM involves strategic partnerships between suppliers, manufacturers, distributors, and customers to optimize processes, reduce costs, and increase responsiveness to market demands Nwachukwu & Tumba, 2023). This study focuses on exploring how such collaboration influences the marketing outcomes of oil and gas firms in this resource-rich but operationally challenging region.

Port Harcourt, as the hub of Nigeria's oil and gas industry, plays a significant role in the country's economy, which is heavily reliant on petroleum exports. However, the industry is fraught with challenges including logistical inefficiencies, regulatory bottlenecks, and market volatility (Ezirim etal., 2024), These challenges necessitate innovative supply chain practices, including greater collaboration among stakeholders, streamline operations and improve marketing effectiveness. Supply chain collaboration fosters synergy, allowing firms to anticipate and respond to changes in-market conditions more effectively. Recent studies underscore the importance of integration across the supply chain for achieving superior marketing performance in the oil and gas sector (Poi & Okwandu, 2021). Integration

enables firms to leverage real-time data, align goals across the supply chain, and develop joint strategies to meet customer needs. This alignment is particularly critical in volatile markets like Port Harcourt where customer satisfaction and brand loyalty hinge on reliability and responsiveness. Collaborative SCM also facilitates improved demand forecasting and inventory management, reducing the risk of supply chain disruptions (Adiele & Emmanuel. 2022).

Moreover, collaborative SCM practices promote a culture of trust and shared accountability among supply chain partners, which is crucial for navigating complex regulatory and operational landscapes (Aka-Wolugbom & Eketu, 2021). In Port Harcourt, firms that prioritize these practices often report improved market visibility and customer retention rates. This suggests that collaboration extends beyond operational benefits to significantly enhance marketing outcomes. such as brand equity and competitive positioning. Additionally, the relationship between SCM collaboration and marketing performance in the oil and gas sector is influenced by external factors like technological adoption and regulatory frameworks. The adoption of digital tools for supply chain management, such as blockchain and IoT, has been shown to enhance transparency and efficiency, further strengthening marketing performance (Adonye et al., 2022). In contrast, regulatory inconsistencies often pose challenges, making collaboration a vital strategy for mitigating risks and ensuring compliance.

The dynamic and competitive nature of Port Harcourt's oil and gas market highlights the need for firms to adopt innovative marketing strategies supported by robust supply chain collaborations.

Collaboration fosters adaptability, enabling firms to respond swiftly to market changes, customer preferences, and supply chain disruptions (Erakpotobo, 2018). This adaptability is crucial for maintaining market share and achieving sustainable growth in a highly volatile sector. Furthermore, studies emphasize that SCM collaboration can help firms achieve long-term sustainability goals by optimizing resource utilization and minimizing waste (Akintokunbo & Arimie, 2021). In the oil and gas industry, where environmental and social responsibilities are gaining prominence, collaborative supply chain practices align operational objectives with corporate social responsibility initiatives, thereby enhancing brand reputation and customer loyalty.

The study also seeks to examine the mediating role of trust, communication, and shared goals in enhancing the relationship between SCM collaboration and marketing performance. These elements serve as the foundation for effective collaboration, fostering a conducive environment for shared innovation and continuous improvement (Owuso & Augustina, 2022), Without these elements, collaborative efforts are likely to falter, undermining the potential benefits for marketing performance. The relationship between supply chain collaboration and marketing performance is a multifaceted relationship shaped by both internal and external factors. This study aims to contribute to the growing body of knowledge by providing insights into how collaborative practices can enhance marketing outcomes for oil and gas firms in Port Harcourt. By doing so, it seeks to offer actionable recommendations for industry practitioners to navigate the complexities of the Nigerian oil and gas market more effectively.

Research questions

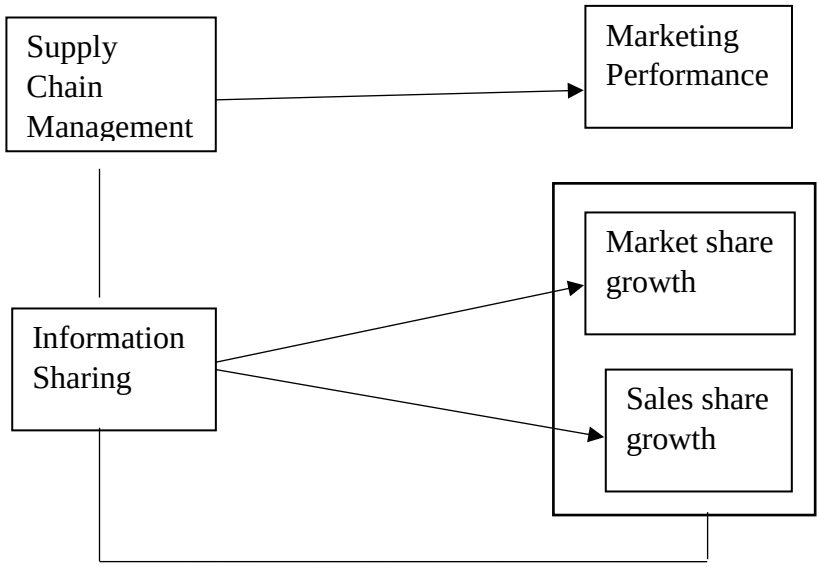
for the purpose of this research sorts to find answers to the following questions:

i) What in the is the relationship between information Sharing and Market share growth?

ii) What is the relationship between information sharing and Sales volume growth?

Research Hypotheses:
The following null hypotheses are;
a) There is no significant relationship between information sharing and market shame growth
b) There is no significant relationship between information sharing and sales volume growth

Conceptual/operational framework.



Source: Nwachukwu & Tumba (2023), Ezirim (2024)

LITERATURE REVIEW

Concept of Supply Chain Management Collaboration

Supply Chain Management (SCM) collaboration is a strategic approach that focuses on integrating the processes, resources, and expertise of supply chain partners to achieve common goals and deliver value to customers. At its core, collaboration in supply chains involves synchronized decision-making, open communication, and shared risks and benefits among suppliers, manufacturers, distributors, and customers. Effective SCM collaboration has been recognized as a crucial element in improving operational efficiency, reducing costs, and fostering resilience in the face of market disruptions. Daghighi and Shoushtari (2023) emphasize that technologies like blockchain have emerged as pivotal enablers of collaboration, enhancing transparency, accountability, and efficiency by providing real-time data-sharing capabilities.

One of the most significant benefits of SCM collaboration is its role in fostering adaptability and agility within supply chains. In today's volatile market environment, characterized by disruptions such as pandemics and geopolitical tensions, firms that collaborate effectively are better positioned to respond to uncertainties. According to Liu et al. (2023), collaborative supply chains create resilience by pooling resources and leveraging collective intelligence to mitigate risks and ensure business continuity. This adaptability is particularly crucial for industries like logistics and manufacturing, where supply chain disruptions can have far-reaching consequences for production and delivery timelines.

Technological advancements, particularly in digital transformation, have significantly reshaped the dynamics of SCM collaboration. Tools such as Artificial Intelligence (AI), the Internet of Things (IoT), and blockchain technologies are increasingly being integrated into supply chain processes to improve collaboration. Bag et al. (2023) highlight that AI-driven platforms enable predictive analytics, helping supply chain partners to anticipate challenges and coordinate responses effectively. Similarly, Alsheyadi et al. (2024) demonstrate that e-supply chain coordination through digital platforms enhances transparency, facilitates data-driven decision-making, and aligns the goals of supply chain partners, ultimately leading to better performance outcomes.

Moreover, collaboration in supply chains is essential for fostering innovation and achieving competitive advantage. When firms work closely with their supply chain partners, they can co-develop innovative solutions and improve product offerings to meet evolving customer needs. Niaz et al. (2023) assert that collaborative efforts drive innovation by creating environments where partners share knowledge, invest in joint research, and streamline production processes. These initiatives not only reduce time-to-market but also improve the quality and appeal of products, enhancing the overall competitiveness of the supply chain.

SCM collaboration also has a profound impact on sustainability initiatives, which are gaining prominence across industries. Collaborative supply chains are better equipped to adopt sustainable practices, such as reducing waste, optimizing resource utilization, and lowering carbon footprints. Daghighi and Shoushtari (2023) highlight that blockchain-enabled supply chains can track and validate sustainability metrics, ensuring that environmental and social objectives are met. This alignment of operational goals with sustainability priorities not only enhances brand reputation but also addresses the increasing demand for ethical practices from consumers and regulators alike.

Supply chain management collaboration is a vast concept that combines strategic alignment, technological integration, and shared values to enhance supply chain performance. Recent studies underscore the importance of collaboration in achieving resilience, innovation, and sustainability in complex and dynamic market environments. By leveraging digital tools and fostering trust and transparency, supply chain partners can navigate challenges effectively and achieve long-term success. As highlighted by Liu et al. (2023), collaborative supply chains are not just a competitive advantage but a necessity in today's interconnected and rapidly changing world.

Information Sharing

Information sharing is a fundamental dimension of supply chain management (SCM) collaboration that focuses on the transparent and timely exchange of critical data among supply chain partners. This dimension encompasses the sharing of demand forecasts, inventory levels, production schedules, transportation plans, and other operational insights necessary for effective coordination. Liu et al. (2023) highlights that information sharing fosters alignment across supply chain entities, enabling partners to synchronize their activities, optimize resources, and enhance overall efficiency. Without this transparency, supply chains are prone to inefficiencies, such as inventory imbalances and delayed responses to market changes.

A key advantage of information sharing is its role in enhancing decision-making capabilities within supply chains. By providing access to real-time data, partners can make informed decisions that reduce risks and improve performance. Alsheyadi et al. (2024) emphasize that the integration of digital platforms, such as blockchain and cloud-based systems, has

significantly improved the accuracy and speed of information exchange. For instance, real-time inventory data enables suppliers and manufacturers to adjust production levels proactively, reducing overstock or stockout situations. This fosters agility and responsiveness, particularly in industries facing fluctuating demand, such as oil and gas or consumer goods.

Furthermore, information sharing strengthens trust and collaboration among supply chain partners. When partners share data openly, they demonstrate a commitment to mutual success, building trust and reducing the likelihood of opportunistic behavior. Bag et al. (2023) argue that trust is both a prerequisite and an outcome of effective information sharing, creating a virtuous cycle that enhances collaboration. Trustworthy information sharing also reduces the "bullwhip effect,"

Market Share Growth

Market share is a company's percentage of sales in a particular industry. Both increases and decreases may affect profits, so managers typically adjust operations and marketing strategies to increase or decrease it as needed. People also look at this figure before they invest in a company, since it can indicate a business's competitiveness. When discussing this topic, it's important to remember that a share market is something different: it's the exchange of companies' stocks. Victor (2009), market share represents the percentage of an industry or market's total sales that is earned by a particular company over a specified time period. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company in relation to its market and its competitors.

Market share can be calculated either in terms of the money earned from sales or the number of mits sold. The basic way of calculating this percentage is just revenue or units sold divided by that of the total market: for instance, if a computer store sold one out of every four computers, it would have a 25% market share. Real-life calculations are a little more difficult though, since the numbers en change drastically based on how a business defines its market. Adjusting for inflation and the say that sales or units are counted has an impact as well. For instance, a company could get a completely different percentage if it considered itself as compared to a global or local market, or ifit calculated orders fulfilled rather than orders made. Likewise, even if a company had a very large share, it may not be as profitable as it initially seems if it has to pay very high taxes or labour asts. Since there are so many factors to consider, managers usually use a combined calculation o units and revenue and use these figures as only one small part of their in-house statistics.

The relationship between market share and profitability continues to be a critical research issue in mess strategic management in the world. There is growing pressure to make the right decisions quickly and one of the challenges facing managers is how to increase business profits in the ampetitive business world today. In order to do this, managers need to understand the factors that ecrease profitability. Several previous studies have linked market share with profitability,

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Sales Volume Growth

Sales volume is a crucial metric in the world of business, representing the total number of units sold within a given period. It is a direct indicator of a product's market acceptance and the effectiveness of a company's sales and marketing strategies. Sales volume is often used to measure business performance, forecast future sales, and guide strategic planning. Unlike sales revenue, which quantifies the monetary value of sales, sales volume focuses strictly on the quantity of products or services sold, providing a clear picture of market demand and operational success (Kotler & Keller, 2012).

The significance of tracking sales volume extends beyond mere numbers. It serves as a foundational component for understanding market trends, consumer behavior, and the overall economic health of a company. High sales volumes are generally indicative of successful marketing, appealing product design, effective pricing strategies, and strong distribution networks. Conversely, declining sales volumes can signal market saturation, increased competition, pricing issues, or changing consumer preferences, necessitating a strategic review (Kotler & Keller, 2012). Businesses often set sales volume targets to gauge the effectiveness of sales initiatives and marketing campaigns. These targets are based on historical data, market research, and predictive analyties, providing benchmarks against which actual performance can be measured. Achieving or exceeding sales volume targets can also motivate teams, influence compensation plans, and etal 1993) guide resource allocation within the company (Churchill, etal 1993).

Sales volume data is integral to market analysis. It helps businesses identify which products or services are performing well and which are underperforming. This insight enables companies to adjust their product portfolios, enhance customer segmentation, and tailor marketing efforts to maximize sales potential. In competitive markets, sales volume data can provide an edge by revealing market share dynamics and opportunities for growth (Porter, 1985).

While high sales volumes are generally positive, they do not always correlate directly with profitability. For instance, if high sales volumes are driven by deep discounts or high marketing expenses, the overall profitability might be compromised. Therefore, it's crucial for businesses to balance volume growth with cost management and pricing strategies to ensure that increased sales volumes lead to proportional increases in profits (Monroe, 2003). Managing sales volumes involves several challenges, especially in fluctuating markets. Seasonal variations, economic downturns, and shifts in consumer behavior can all impact sales volumes unpredictably. Companies must be agile, able to adapt their strategies in response to these changes small demand fluctuations at the retail level amplify upstream, causing inefficiencies throughout the supply chain.

Information sharing also supports the integration of advanced technologies that enhance supply chain performance. Technologies like Artificial Intelligence (AI), the Internet of Things (IoT), and predictive analytics rely heavily on shared data to generate actionable insights. Niaz et al. (2023) note that these technologies enable supply chain partners to anticipate disruptions, optimize routes, and streamline logistics through data-driven strategies. For example, loT-enabled sensors provide real-time tracking of shipments,

allowing all partners to monitor progress and address potential delays collaboratively. This technological synergy further enhances the effectiveness of information sharing in modern supply chains.

Another critical benefit of information sharing is its impact on risk management and resilience. In a globalized market environment, supply chains face numerous risks, from natural disasters to geopolitical tensions. Liu et al. (2023) emphasize that sharing risk-related information, such as supplier vulnerabilities or transportation challenges, helps supply chain partners develop coordinated mitigation strategies. This proactive approach ensures continuity and minimizes disruptions, safeguarding both operational performance and customer satisfaction.

Theoretical Review

Resource-Based View Theory

The resource-based view (RBV) theory is a foundational framework in strategic management that suggests that a firm's internal resources and capabilities are key to gaining a competitive advantage and achieving superior performance. According to RBV, resources that are valuable, rare, inimitable, and non-substitutable (VRIN) are the primary drivers of sustained competitive advantage (Barney, 1991). These resources can include tangible assets such as capital and technology, as well as intangible assets like organizational knowledge, brand reputation, and relational capabilities. In the context of supply chain management (SCM) collaboration and marketing performance, RBV highlights how the unique resources and capabilities of oil and gas firms, particularly in Port Harcourt, Nigeria, influence their ability to effectively collaborate with supply chain partners and execute successful marketing strategies. The integration of these internal resources with external partners within the supply chain can significantly impact marketing cutcomes such as customer satisfaction, brand loyalty, and overall firm performance.

In the oil and gas sector, particularly in Port Harcourt, the RBV underscores the importance of firms leveraging both physical and intangible resources to create value through SCM collaboration. Oil and gas firms often operate in complex environments where coordination between upstream and downstream supply chain actors is critical for operational efficiency. By utilizing their unique resources such as advanced technologies, specialized knowledge, and strong relationships with suppliers, oil and gas firms can foster more effective collaboration within their supply chains. This collaboration can enhance their ability to deliver superior marketing performance by ensuring the timely delivery of products, enhancing product quality, and responding more effectively to market demands (Grant, 1991; Dyer & Singh, 1998), Moreover, resource-based advantages, such as access to proprietary technologies or unique expertise in oil extraction and distribution, can be leveraged to improve customer perception and loyalty, further driving marketing performance.

The RBV also emphasizes that firms with distinctive capabilities in managing supply chain relationships can build competitive advantages that enhance marketing performance. For example, oil and gas firms with strong relational resources, including established trust with key suppliers and distributors, can engage in more collaborative and efficient SCM practices. This collaboration can reduce lead times, enhance product availability, and enable more responsive marketing campaigns that reflect customer needs and market conditions (Teece, 2007). In Port Harcourt, where the oil and gas sector is characterized by volatile market conditions, firms that can use their resources to form strategic alliances or joint ventures

with other firms in the supply chain are better positioned to achieve operational synergies that directly benefit marketing efforts. These synergies enable firms to optimize supply chain flows, reduce costs, and create value-added marketing initiatives that differentiate their brands in the market.

Empirical Reviews

Voss and Blackmon, (2003) examined the impact of supply chain collaboration on operational efficiency and marketing performance in manufacturing firms. The study adopted a survey and case studies across multiple manufacturing firms in the UK. The study found that firms with sronger collaborative ties within their supply chains had better operational efficiencies and improved customer satisfaction, leading to better marketing outcomes. The study concluded that a rong collaboration in the supply chain not only boosts internal operations but also enhances the ability to satisfy customer needs and improve market positioning. It was therefore recommended that firms should focus on building long-term, collaborative relationships with their supply chain partners to ensure better synchronization between operations and marketing goals.

Lam, & Poston, (2009) explored the effects of supply chain collaboration on the marketing performance of service organizations. The study adopted a mixed methods approach with surveys and interviews from a sample of logistics service providers. Findings proved that firms that engaged in collaborative practices in their supply chains showed improved service delivery, which positively affected their marketing performance, particularly in customer loyalty. The study therefore concluded that a strong supply chain collaboration improves service quality, which in turn strengthens the firm's ability to execute successful marketing strategies. It was therefore recommended that service firms should invest in building stronger relationships with supply chain partners to deliver higher-quality services, leading to enhanced customer satisfaction and marketing performance.

METHODOLOGY

The researcher word a Correlation research design

Population of the study

The population of the Study Comprised of 29 oil and gas in Port Harcourt

Sample/Sampling Techniques

Twenty nine (29) oil and gas firms are the study population therefore, a cenus study.

Research Instrument

The research instrument for data collection was a Structured questionnaire Comprising of 15 items of four (4) point Scale, Strongly Agree (SA), Angres (A), Disagree (D), and strongly Disagree (SD). Anspr Link was expected to matente beste him/her agreement or disagreements to the statement in the validation of the Collection. The instrument was Subjected to Scrutiny by experts.

Method of Data Analysis

The data collected from the field of study was organised in tables, the use of Pearson production moment correlation, and supplemented in the SPSS version

Hypothesis one: There is no significant relationship between information sharing and sales volume growth of oil and gas fums in Port Harcourt.

Computation of relationship between information sharing and sales volume growth of oil and gas firms in Port Harcourt

Correlations

!		Information sharing	Sales Volume Growth
Information Sharing	Pearson Correlation	1	847**
	Sig. (2-tailed)		.000
	N	160	160
Sales Volume Growth	Pearson Correlation	847**	1
	Sig. (2-tailed)	.000	
	N	160	160

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

Source: **SPSS output, 2025**

The SPSS output in Table 4:14 indicated that a Pearson's Correlation analysis was conducted to examine the relationship between information sharing and sales volume growth of oil and gas firms in Port Harcourt, based on a sample of 160 managers. The resulting correlation coefficient (r-value) of 0.847 demonstrates a very strong positive relationship between information sharing and sales volume growth of oil and gas firms in Port Harcourt. Additionally, the significance of this relationship is confirmed by a probability value of 0.000, which is substantially below the 0.05 threshold, indicating that the relationship is statistically significant. Therefore, it can be concluded that there is a very strong, positive, and statistically significant relationship between information sharing and sales volume growth of oil and gas firms in Port Harcourt.

Hypothesis two: There is no significant relationship between information sharing and market share growth of oil and gas firms in Port Harcourt.

Computation of relationship between information sharing and market share growth of oil and gas firms in Port Harcourt

		Information sharing	Sales Volume Growth
Information Sharing	Pearson Correlation	1	816**
	Sig. (2-tailed)		.000
	N	160	160
Sales Volume Growth	Pearson Correlation	816**	1
	Sig. (2-tailed)	.000	
	N	160	160

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

Source: SPSS output, 2025

The SPSS output revealed that a Pearson's Correlation analysis was conducted to evaluate the relationship between information sharing and market share growth of oil and gas firms in Port Harcourt, based on responses from a sample of 160 managers. The correlation coefficient (r-value) of 0.816 indicates a very strong and positive relationship between information sharing and market share growth of oil and gas firms in Port Harcourt. Moreover, the significance of th relationship is confirmed by a probability value of 0.000, which is well below the 0.05 threshold, indicating that the relationship is statistically significant. Consequently, we can conclude that thes is a very robust, positive, and statistically significant association between information sharing and market share growth of oil and gas firms in Port Harcourt.

RECOMMENDATIONS

Based on the findings, the following recommendations were offered:

Building trust through transparent information-sharing practices can strengthen relationships with supply chain partners, fostering long-term collaboration and performance improvements.

Firms should implement systems to continuously assess the impact of supply chain collaboration on sales and market share growth. This will enable timely adjustments to strategies and processes to maintain competitive positioning.

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