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SUPPLY CHAIN INTEGRATION AND IMPROVING THE EFFECTIVENESS IN THE FAST MOVING CONSUMERS GOODS IN NIGERIA

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Abstract

The paper investigates the influence of Supply Chain Integration and enhancing the effectiveness of Fast-Moving Consumer Products in Nigeria. The study's overarching goal is to determine how successful internal integration improves a firm's operational performance in the Nigerian FMCG industry. To direct the research, two hypotheses were developed. The study used a survey research design. The study's population consisted of 25 employees from the selected companies in Lagos State. A validated questionnaire was given to 25 participants, and the 24 correct responses were examined using descriptive and inferential statistics (Spearman Rank Correlation Coefficient and simple regression). The study's findings demonstrated a favourable and substantial association between successful internal integration and firm operational performance in the Nigerian FMCG industry. It was also discovered that there is a positive and substantial association between the use of functional teams and the use of functional silos in order to achieve internal integration in the Nigerian FMCG business. Based on the data, it was concluded that recognising the elements that lead to ISCM deployment in Nigerian FMCGs is not difficult. Yet, it is clear that managers and employees continue to lack the position-specific training and change management skills required to improve integrated supply chain performance.

Keywords: Supply-Chain Management, Internal Integration, Fast Moving Consumer Goods

Introduction

In today's fast-paced and global business world, a new approach to managing modern enterprises is required because rivalry is no longer limited to corporate entities but also to supply chains (Mathu and Phetla, 2018). Companies are continually developing innovative techniques to optimise how their goods and services flow through the supply chain as a result of competitive pressure. Supply chain management has been proposed as a technique of increasing supply chain efficiency (Ebrahim, Niemann and Kotzé, 2022). Throughout the years, the notion of supply chain management has grown in popularity, and many academics and authors have suggested that supply chain integration is necessary to attain excellence in supply chain management (Mbhele, 2014). The supply chain management concept is founded on integration, and it is assumed that the

degree of supply chain integration has a direct impact on performance. (Colicchia, Creazza, and Dallari, 2017). Supply chain integration requires a company's internal procedures to be in sync with its exterior operations (Basson, Kilbourn, and Walters, 2019; Ebrahim, Niemann and Kotzé, 2022). It is defined as the management of the supply chain's upstream and downstream tiers (Näslund and Hulthen, 2012; Ancar, 2019) and includes both internal and external integration (Neboh and Mbhele, 2021). Internal integration focuses on synchronising internal strategy and operations to achieve the firm's goal, whereas external integration involves the firm synchronising its internal processes with external supply chain parties in a structured and collaborative process to achieve efficiency in their overall supply chain (Prashar, 2022). Despite numerous efforts by supply chain management and recommendations from academics, many businesses are still unable to achieve internal immigration (Thornton et al, 2016). Interdepartmental conflicts and differing priorities can obstruct effective supply chain integration (Rastpour, Kayvanfar and Rafiee, 2022).

Statement of the Problem

Previous scholars have identified a range of supply chain integration techniques, such as defined processes/guidelines, information systems, job rotation, and cross-functional teams (Swink et al. 2017; Neboh, Mbhele and Shakantu, 2022). These mechanisms are divided into two types: impersonal mechanisms (such as laws, regulations, and standards) and personal mechanisms (e.g., teams, integrator roles, direct contacts). A third, frequently overlooked term of integration is necessary integration, which refers to the prerequisites or needs for integration (Neboh, Mbhele and Shakantu, 2022).

There is a scarcity of research that clearly addresses required integration. According to several studies, integration is essential to manage subgoal pursuit (Choudhary, 2020; Meyer, et al., 2019). Others argue that integration is required to produce synergies and economies of scale (Porter 2015; Jepherson, Ngugi and Moronge, 2021), to share knowledge (Siagian, Tarigan and Jie, 2021), and to manage diverse thought worlds (Makaleng and Hove-Sibanda, 2022; Anaja and Bagobiri, 2022). However, none of these studies look specifically at required integration. Furthermore, these research failed to conceptualise needed integration as multidimensional, despite the fact that a collective assessment of this work suggests that requisite integration does take various forms. To solve this, we improve awareness of the multifaceted nature of needed integration ("why") as well as how integration methods are employed to manage various integration requirements ("how"). As a result, the goal of this research is to gain a more in-depth understanding of integration by addressing both the contextual "why" and executional "how" concerns of integration through a theory elaboration approach (Anaja and Bagobiri, 2022). The study aims to aid in the transition of the fast-moving consumer goods industry's supply chain management expertise. The study's value is to produce an academically-scientific work that will contribute to a new body of knowledge and, as a result, develop future research fields in business management and beyond. It will generate publishable content both locally and globally. It will improve strategic thinking and a holistic approach in the context of an interdisciplinary approach.

Research Question

The research question of this study is to evaluate the existing degree of internal supply chain integration within selected Fast-Moving Consumer Goods (FMCG) companies located in Lagos, Nigeria.

Research Objectives

1. To examine the effectiveness of internal integration on operational performance in Nigerian

Fast-Moving Consumer Goods (FMCG) enterprises.

2. To ascertain if the use of functional teams is better than functional silos in achieving internal integration in the Nigerian FMCG industry.

Research Hypotheses

Ho₁: Effective internal integration does not boost the firm's operational performance in Nigerian FMCG industry

Ho₂: The use of functional teams is not better than functional silos in achieving internal integration in Nigerian FMCG industry

Literature Reviews

Supply Chain Integration (SCI) refers to the extent of any cooperation and coordination within and between processes, as well as between the company and another organisation, spanning internal, customer, and supplier dimensions (Anaja and Bagobiri, 2022). This study, however, focuses on internal SCIs, which can be defined as integrating supply chain processes within the company's own boundaries (Choudhary, 2020). Internal integration is critical because it serves as the foundation for building supplier and customer integration (Rastpour, Kayvanfar and Rafiee, 2022). Despite its importance, Njuguna and Ndolo, (2021) concluded that internal SCI and SCI research are still "incomplete" (Ramchandani, et al. 2022). A recent meta-study of SCI performance found substantial "consistency and noticeable swings" in outcomes, with the majority of SCI studies having a negative influence on performance (Abdallah and El-Beheiry, 2022). Studies are required for the correct assessment of the contextual exploitation of integration in supply chain management that go beyond performance outcomes in order to acquire a deeper understanding of integration (Abdallah and El-Beheiry, 2022). This would provide a more in-depth understanding of the organization's structure and procedures, allowing for more accurate and efficient information (Mollenkopf and Frankel, 2015).

The definition of supply chain integration

In addition to investigating, numerous organisational phenomena, the integration construction was defined in a variety of distinct but interconnected ways. Furthermore, many scholars who have studied integration provide no precise definition of the phrase. Scholars did not expressly address the issue, although studies reveal integration in supply chain management (Vu, et al., 2022). The result of this scenario is the lack of a widely agreed definition or operationalization of the notion. Yet, it is important to recognise that the many operationalisations and definitions tend to overlap or share some themes. Tarigan, Jiputra and Siagian, (2021) concept appears to be gaining traction, as these writers emphasise interaction and collaboration as crucial components of integration. Tarigan, Jiputra and Siagian, (2021) provide a clearer understanding of the subject topic by defining integration as the interaction that occurs between and across departments in order to make the organisation more coherent. This contrasts with Rastpour, Kayvanfar and Rafiee, (2022) refers to the cooperation that occurs among stakeholders inside the organisation to accomplish outcomes that are mutually acceptable. These definitions imply that the notions relating to the extent of cooperation, coordination, interaction, and collaboration are all taken into account.

Barriers of Supply Chain Internal Integration

Despite the fact that studies on the barriers to Supply chain internal integration have been prescribed and analyse, the efficacy of internal integration as it relates to SCM remains difficult. These challenges are brought on by the fact that achieving internal integration in practise is substantially more challenging than what the theory predicts it should be (Yuen and Thai, 2017).

Several of the factors are considered to be roadblocks due to the fact that managers are unaware of them and do not fully understand the notion of SCM (Ralston et al., 2015). A paradox arises from the fact that businesses can develop integrated operations with their suppliers, yet they have a hard time connecting the external process with the company's internal functional divisions. This is the basis for this paradox (Kumar, et al., 2017). The repercussions of this scenario are discussed by Riley, et al., (2016), who provided empirical evidence to demonstrate that internal resistance to SCI is more problematic than resistance to external integration with suppliers and customers. These authors cite their findings in their discussion of the implications of this scenario.

Functional silos

Despite the SCI imperatives, Errassafi, Abbar, and Benabbou, (2019) note that functional orientation endures. They asked 150 SCM-related managers, "How do you modify the way a firm is run in the future?" "If we offered you a magic wand and granted you only one wish to improve your supply chain, what would you wish for?" In general, the response was in favour of creating an internal organisational structure that would eliminate conventional functional silos. Tarigan, Siagian, and Jie, (2021) investigated how an electronic plant and its suppliers may be merged and observed an internal mismatch between manufacturing and purchasing as the biggest hurdle to integration with first-tier suppliers. Further concerns linked with functional silos include disconnection between rules and practices, misalignment in system evaluation and rewards, knowledge loss, trouble defining business process vision, and challenges satisfying demand (Tarigan, Siagian, and Jie, (2021).

Internal Supply Chain Management in the Manufacturing Sector in Nigeria

Global competitiveness and the adoption of new business strategies are exerting major pressure on most industrial enterprises. According to Alfalla-Luque, Marin-Garcia and Medina-Lopez, (2015), industries must adopt more efficient production methods in order to compete, and the deployment of internal integrated supply chains is expanding, becoming a critical aspect in assisting enterprises to become more competitive. According to Neboh, Mbhele and Shakantu, (2022), most companies questioned have had limited success with ISCM, and as a result, organisations have begun to ask how they might integrate and optimise their material and information flow activities and processes internally, with their supply chain partners. To reap the maximum benefits of SCM adoption, businesses must collaborate with their managers, various departments, and employees (Choudhary, 2020). Perceptible changes in the way manufacturing businesses obtain materials and collaborate when purchasing production resources are thus worth noticing. According to Prashar, (2022), traditional manufacturing SCM, which focuses on logistics such as transporting physical goods from one site to another, the size and weight of things moved, and the distances from suppliers to manufacturing facilities, can play a significant role in determining product cost. In line with this, the manufacturing industry is constantly striving to negotiate lower shipping rates and fill containers with produce in order to cut unit costs as well as labour expenses required to produce finished goods (Ebrahim, Niemann and Kotzé, 2022). Internal supply chain optimisation in industrial enterprises is often accomplished by enhancing the pace of goods delivery, which leads to cost reduction. Businesses try to reduce physical inventory bottlenecks and gain better raw material pricing.

Challenges of Internal Integrated Supply Chain Management in the FMCG Manufacturing Business

Internal Supply Chain Management in the FMCG manufacturing industry is confronted with a great number of obstacles; these constraints need to be overcome in order to properly implement the integration strategy. Recent research has shed light on a number of these issues, including

trust (Nozari, Szmelter-Jarosz and Ghahremani-Nahr, 2022; de Vass, Shee and Miah, 2021); technical know-how and technological capabilities (Siagian, Jade and Tarigan, 2020); a lack of investment in information technology (Siagian, Tarigan and Jie, 2021); inadequate or lack of information sharing; and poor supply chain strategy (Christopher, 2012; and Sweeny, 2013).

Theoretical Reviews

Among the body of published work, the connection between SCI and performance has been debated and investigated from both a theoretical and an empirical standpoint. A great number of hypotheses have been put forward in an effort to adequately explain the beneficial connection that exists between SCI and performance (Giunipero et al. 2018; Tarigan, Siagian and Jie, 2021) have provided a concise summary of these ideas by organising them according to the following categories: resources, relationships, knowledge, social exchange theory, transaction cost economics, and information processing theory. Each theory offers a unique perspective on why and how SCI can result in improved performance. For instance, the position of the resource-based view is that SCI should be carried out while taking into consideration the resources. These resources include human resources, with a special focus on the abilities, assets, knowledge, and procedures possessed by those people resources, which make it possible to coordinate, collaborate, and build relationships based on trust (Alicke, Rexhausen and Seyfert, 2017). As a consequence of the fact that these resources are neither able to be replicated nor replaced, but are rather priceless and scarce, they might be considered to be strategic (Salam, 2017). Because of the variety of a company's internal resources, those resources have the potential to contribute to the competitive advantage and success of the company (Anaja and Bagobiri, 2022).

The relational view theory proposes that inter-firm resources are the primary source of a competitive advantage, despite the fact that this perspective anchoring focuses more on the internal strategic resources (Siagian, Tarigan and Jie, 2021). The relational governance of the alliance between the buyer and the supplier is one of these resources. Other resources include the acquisition of shared knowledge, the investment of the provider in dyad-specific assets and competencies, and the relational governance of the alliance. All of them are partnership-specific resources, which the resource-based view theory by itself cannot adequately describe (Anaja and Bagobiri, 2022).

Methodology and Sources of Data

This study focused on the exploratory and descriptive characteristics of studies, which fall under quantitative research methods (Blanche, Durrheim and Painter, 2006). The exploratory research methodology entails a methodical approach to examining existing literature and conducting a survey to collect data on the investigated topic. Using surveys, the descriptive research method identifies the research characteristics of a specific population. The exploratory or descriptive research method, according to Saunders, et al., (2019), involves establishing the correlation between variables. The primary purpose of employing exploratory research in this study is to determine the potential correlation between the variables under consideration. The survey will be given to a group of 25 supply chain management and logistics specialists from two of the sixteen consumer products companies in Lagos that are publicly traded on the Nigerian stock exchange. Given time and resource restrictions, the selection of this small sample was pragmatic.

The primary data involves a direct person to person sourcing of information (Slack and Parent, 2006). The questionnaire was distributed via the online route to purposively selected staff of the firms. The questionnaire used for this study was structured in a closed ended form. With the

primary data, the research is expected to have authentic first-hand information that the researcher can work with in the project. And this will provide credibility for the work. This study involves employees and stakeholders of chosen FMCG companies in Lagos, Nigeria, who possess a function within or are impacted by the internal supply chain procedures and the performance indicators of the company. This study focused on a subset of consumer goods companies located in Lagos state, specifically those that are registered on the Nigerian stock exchange.

Findings and Discussion

The results of this work are going to be compared to the results of other studies that have been done by well-known academics who have done research on various aspects of supply chain management. This contextual juxtaposition will be done with the goal of assessing whether the findings of this study confirm or contradict those of other similar investigations.

Supply Chain Manager's Perspectives Towards Internal Integration on Supply Chain Management

Table 1. Day to day operations in my company are managed by cross-functional teams.

Answer Choices	Responses	
Strongly Agree	45.83%	11
Agree	41.67%	10
Undecided	0.00%	0
Disagree	12.50%	3
Strongly Disagree	0.00%	0

Source: Field Survey, 2024

The study's results reveal the organization's tendencies towards internal integration and the efficiency with which it runs its business. In light of this, eleven (45.73%) of the sample population highly agreed that cross-functional teams manage day-to-day operations at their organisation, ten (41.67%) agreed, three (12.50%) disagreed, and none were unsure or strongly disagreed.

Table 4.7: My Company shares operational information through integrated databases.

Answer Choices	Responses	
Strongly Agree	20.83%	5
Agree	45.83%	11
Undecided	8.33%	2
Disagree	20.83%	5
Strongly Disagree	4.17%	1

Source: Field Survey: 2024

When asked about whether or not their company shares operational information through integrated databases, 5 (20.83%) of the selected supply chain managers strongly agreed to the statement, while 11 (45.83%) of the respondents agreed, 2 (8.33%) were unsure of their response, 5 (20.83%) disagreed, and 1 (4.17%) strongly disagreed to the assertion.

Table 3: Strategic planning in my company is done through multifunctional collaboration

Answer Choices	Responses	
Strongly Agree	33.33%	8
Agree	58.33%	14
Undecided	4.17%	1
Disagree	4.17%	1
Strongly Disagree	0.00%	0

Source: Field Survey, 2024

In addition, when asked whether strategic planning in the organisation is accomplished through multifunctional teamwork, 8 (33.33%) of the respondents highly agreed, 14 (58.33%) agreed, 1 (4.17 %) were unsure, 1 (4.17%) disagreed, and 0 (0%), respectively, strongly disagreed.

Table 4: My Company’s customer service delivery speed is in line with set performance goal

Answer Choices	Responses	
Strongly Agree	8.33%	2
Agree	45.83%	11
Undecided	20.83%	5
Disagree	25.00%	6
Strongly Disagree	0.00%	0

Source: Field Survey: 2024

Regarding the company's customer service delivery speed being in line with the set performance goal, the supply chain managers' responses show that 2 (8.33%) of the respondents strongly agreed, 11 (45.83%) of the targeted respondents agreed, 5 (20.83%) were not sure, 6 (25.00%) disagreed, and 0 (0%) strongly disagreed.

Functional teams and Supply Chain Management

Table 5. The level of information exchange with different functional teams and units in my company helps to boost supply chain operational performance.

Answer Choices	Responses	
Strongly Agree	37.50%	9
Agree	41.67%	10
Undecided	4.17%	1
Disagree	16.67%	4
Strongly Disagree	0.00%	0

Source: Field Survey: 2024

According to the respondents' responses to the question of whether the level of information exchange with different functional teams and units in my company helps to boost supply chain operational performance, 9 (37.50%) strongly agreed, 10 (41.67%) agreed, 1 (4.17%) were undecided, none disagreed, and 4 (16.67%) strongly disagreed.

Table 6: I can easily schedule meetings with employees from other functions to address supply chain operational issues.

Answer Choices	Responses	
Strongly agree	33.33%	8
Agree	58.33%	14
Undecided	0.00%	0
Disagree	8.33%	2
Strongly disagree	0.00%	0

Source: Field Survey, 2024

More specifically, when asked if they can readily plan meetings with personnel from various functions to address supply chain operational concerns. 8 (33.33%) strongly agreed that they can easily plan meetings with personnel from other functions to discuss supply chain operational concerns, whereas 14 (58.33%) agreed, 2 (8.33%) disagreed, and none were uncertain or strongly disagreed.

Table 7: Employees within my company feel that their goals in their respective departments are in unison with other departments

Answer Choices	Responses	
Strongly agree	8.33%	2
Agree	29.17%	7
Undecided	25.00%	6
Disagree	37.50%	9
Strongly disagree	0.00%	0

Source: Field Survey, 2024

Additionally, in response to the question of whether employees in my organisation believe that their department's goals are aligned with those of other departments. 2 (8.33%) employees highly agreed that their company's aims in their particular departments are in sync with other departments, while 7 (29.17%) agreed, 6(25.00%) were undecided, 9(37.50%) disagreed, and none strongly opposed to the aforementioned question.

Barriers to Effective Internal Supply Chain Integration

Table 8: How barriers to Internal Supply Chain Integration can be improved to Increase the Effectiveness of Supply Chain Management

Answer Choices	Responses	
Functional silos	57.14%	12
Lack of Collaboration	76.19%	16
Lack of management support	57.14%	12
Rewards and Performance Evaluation System	47.62%	10
Lack of professional capability	52.38%	11
Resistance to change	71.43%	15
Other (please specify)	19.05%	4

Source: Field Survey: 2024

When asked what factors supply chain managers consider to be barriers to effective internal supply chain integration in their company, the majority of the targeted supply chain managers stated that lack of collaboration and resistance to change is the major cause of barrier to effective internal supply chain integration in Nigerian FMCGs. Functional silos and a lack of management support, according to 57.14% of participants, are the primary hurdles to efficient internal supply chain integration in their firm. Furthermore, 52.38% of respondents identified a lack of professional capability as a barrier, 47.62 identified a lack of rewards and performance evaluation systems as major barriers to effective internal supply chain integration in their company, and 19.05% indicated other barriers such as a lack of information sharing, a lack of integrated business processes, a lack of real-time information management system, organisational culture, and a lack of transparency.

Testing of Hypothesis One

H₀: Effective internal integration does not boost the firm's operational performance in Nigerian FMCG industry

H₀₁: Effective internal integration boosts the firm's operational performance in Nigerian FMCG industry

Correlation Coefficient for Effective internal integration and the firm's operational performance

		Effective internal integration	Operational performance
Operational performance	Correlation	1.000	.875**
	Coefficient	-	
	Sig. (2-tailed)	.	.000
	N	24	24
Spearman's rho	Correlation	.875**	1.000
	Coefficient		
	Sig. (2-tailed)	.000	.
	N	24	24

Source: SPSS Output: 2024

Interpretation: The table above depicts the link or correlation between effective internal integration and operational performance in the Nigerian FMCG business.

The R-Value: The study findings shows a correlation coefficient of 0.875 between successful internal integration and operational effectiveness in Nigerian FMCG business. We may conclude from the Spearman's rho correlation findings that there is a substantial association between effective internal integration and operational performance in the Nigerian FMCG business. [Rho or Spearman's rho = 0.875, n = 98, p = .000]

Decision

Since there is a strong association between the variables under examination, we reject the null hypothesis and adopt the alternate hypothesis, which asserts that effective internal integration improves the firm's operational performance in the Nigerian FMCG business. As a result, as organisations implement proper and collaborative internal supply chain integration, their operational performance will improve.

Testing of Hypothesis Two

Ho: The use of functional teams is not better than functional silos in achieving internal integration in Nigerian FMCG industry

Ho₁: The use of functional teams is better than functional silos in achieving internal integration in Nigerian FMCG industry

Result for the significance of the difference between functional teams and functional silos in achieving internal integration in Nigerian FMCG industry.

Descriptive

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Functional teams	24	2.50	1.586	.280	1.93	3.07	1	5
Functional silos	24	2.37	1.422	.231	1.90	2.84	1	5

The descriptive statistics obtained from the SPSS output demonstrate that the varied internal integration methods cause a difference in the mean scores as it relates to the different internal integration methods used by the various FMCGs organisations. The data analysis reveals that using functional teams has a higher mean value of (2.50), indicating a higher success rate in achieving internal integration in the Nigerian FMCG industry.

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.288	1	1.644	3.78	.046
Within Groups	197.805	21	2.104		
Total	201.093	23			

A noteworthy conclusion can be drawn from our findings. F has a value of 3.78, and its p-value of .046 means that it is statistically significant (which is less than the .05 alpha level). This indicates that there is a difference that may be statistically considered to be significant between the means of the various internal integration strategies, which are functional teams and functional silos.

Decision

Since 3.78 is greater than the value at the 95% confidence interval (F (2.21), and p-value (0.046) is less than Alpha (0.05), we must conclude that the null hypothesis is false and instead accept the alternative hypothesis, which states that the utilisation of functional teams is preferable to the utilisation of functional silos in order to achieve internal integration in the Nigerian FMCG industry.

How Can the Identified Barriers to Internal Integration Above Be Addressed?

In relation to the different ways in which internal supply chain management integration can be managed, the supply chain managers who were selected for the study listed some ways that can help in overcoming some of the barriers and challenges that are inherent in internal supply chain integrations. These ways include the development of the capabilities of employees as well as the analytic tools that are required to make effective decisions in an environment that is becoming increasingly complex and risky. In addition, the supply chain managers who were selected for the study listed some ways that can help in overcoming some other means by which these obstacles can be overcome in relation to the internal supply chain integrations in the FMCGs in Nigeria include the development of valid and reliable databases, data, and information; ensuring adequate and improved coordination and collaboration; increasing the amount of information shared; high competence of managerial staff in addressing aspects such as resistance to change resulting from frequent; and making sure that the business leadership embraces change.

In addition to this, an openness to change, clarity on key performance indicators (KPIs), intentional leadership to create and delegate tasks in ways that encourage team work, collaboration, and adaptability, etc., all help to overcome the challenges that come with integrating internal supply chains. In addition, managers have a responsibility to guarantee that any biases they may have regarding certain teams are eliminated. For example, management should not place a higher priority on sales than on maintenance. The primary concern should be determining how to make certain that each team fulfils its assigned portion of the overall organisational aim.

Another one of the supply chain managers stated that in order to overcome these barriers, the following strategies should be implemented. These strategies include the encouragement of cross-functional teams, the management's need to drive integration strategy from the top, and the institution of change management in order to transform organisational culture to one that is collaborative. Finally, one of the participants remarked that in order to break the silo mentality, competent leadership from top management is required. This will promote collaboration across the various departments. A strategic and operational planning process that is both effective and functional will assist in aligning priorities across all business units and ensuring that everyone working for the organisation shares the same goal of delivering the desired collective business result.

Conclusion

It has been often said that integrated supply chain management is important to a company's global competitiveness and sustainability. This study reveals that, in Nigerian FMCGs, recognising the elements that contribute to ISCM deployment is not difficult. Nonetheless, it is obvious that managers/staff continue to lack the requisite position-specific training and change management abilities to improve integrated supply chain performance. The majority of respondents believe that the majority of managers/staff at the selected organisations understand the importance of functional teams in supply chain management. In order to allow seamless change, transformation management looks to be a problem that must be addressed through enhanced internal and external communication/collaboration with partners. Forecasting should be done collaboratively to reduce obstacles caused by a lack of understanding of forecasting methods or an inability of stakeholders to communicate effectively to deliver accurate forecasts. Furthermore, the requirements of stakeholders must be effectively linked to avoid a situation in which businesses prioritise internal stakeholders over external stakeholders, so favouring her over their partners.

Recommendations

1. According to the study, fast-moving consumer goods firms should improve staff capabilities and analytic tools needed to make efficient internal supply chain decisions in an increasingly complicated and dangerous environment.
2. Additionally, the report proposes that top management leadership break the silo mentality that exists in most departments in order to foster collaboration across the various divisions. An effective and functional S & OP process will help align priorities across all business units and guarantee that everyone in the organisation is working towards the same goal of delivering the collective business result.
3. Finally, in order for FMCG companies in Nigeria to overcome the various barriers that they face, organisational structures should be multifunctional, the change management process should be strengthened, and employee rewards should be tied to total company performance rather than just functional results.

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