Growth Strategy and Firm Competitiveness Among Selected Food and Beverages Companies in Lagos State, Nigeria

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Abstract

The cut-throat competition and shrinking competitive strengths of firms in the food and beverages (F&B) industry in recent time foster growing interest of investors to re-strategize and adopt growth strategies to improve their competitiveness. The study examined the effect of growth strategies on firm competitive among selected food and beverages companies in Lagos state, Nigeria. The study was anchored on resource-based theory. The descriptive survey research design was adopted and the total population for the study is 4982 employees from three selected F&B in Lagos metropolis (UAC Foods, Dufil Prima Foods and 7Up Bottling Company). The study employed adapted questionnaire to solicit responses from the respondents in the selected F&B companies. Sample size of 381 was drawn from the total population using Krejcie and Morgan sample size determination formulae (1970). Ordinary Least Square (OLS) regression estimation technique was used to analyze the data, while simple regression was used in analyzing the formulated hypotheses. The finding reveals that new product development has non-significant effect on the market share of the selected F&B companies. The study concluded that product development should be innovative to gain, enhance market share and competitiveness of selected food and beverages firms in Lagos State, Nigeria. Therefore, it was recommended that the major stakeholders in the F&B industry should adopt radical implementation of appropriate product development strategy to enhance their market share particularly in this competitive environment

Keywords: *Competitiveness, growth strategies, market share, Product development,*

1. Introduction

The achievement of corporate growth and competitiveness in today's complex business environment is fundamental considering stiff competition in the food and beverages industry across the globe. Globally, the Food and Beverage (F&B) industry is experiencing an accelerating growth from $5.94trillion in 2019 to $6.11trillion in 2020 at an increasing compound annual growth rate (CAGR) of 2.9% which is expected to increase to 7% from 2021 in this period of new normal (Dakare, 2019; Konstantinidis, Natoes & Mattas, 2019; Priyono, 2018). The F&B sector for many decades has been regarded as lubricant that wheel socio-economic development of nations (Sengupta & El-Halwagi, 2018), major employment creator and immense contributions to Gross Domestic Product of many nationalities (Chandola & Fu, 2017; Degbey, Eriksson, Rodgers, & Oguji, 2021).

According to Priyono (2018), the United State of America (USA), food industry is the largest individual manufacturing sector of the economy as its basic growth determinant is the underlying 1 percent per annum U.S.A. population growth. Dawes (2018) reiterated that the industry is the largest employer of labour in the United States. In Europe, revenue generated from the manufacturing industry approximates €7billion each year, while 29.9 million people are employed respectively. The F&B industry in developed economies such as United State of America (USA), United Kingdom (UK), Netherland, and European Unions (EU) to mention a few are experiencing noticeable decline in performance and job creation in recent times due to drastic shift in consumers preference, demand, loyalty and intense rivalry of innovative products in the industry (Moser, Isaksson, & Selfert, 2017).

In Africa, the performances of the F&B companies is at low ebb and not as competitive like their foreign counterparts due to declining economic situation, insecurity, healthy competition in the sector and sudden emergent of COVID -19 pandemic that emanated from the wet market in Wuhan China in early March 2020 (Zanotti, Reyes, & Fernandez, 2018). Africa F&B companies are struggling to survive and achieve greater competitiveness due to multitude of challenges among which are; poor product development, influx of new entrants into the industry as a result of globalization, internationalization and liberation of trade (Moini, Kuada, & Decker, 2016).

The South Africa F&B according to Raw Material Research and Development Council (RMRDC, 2021), accounted for over 1.5million employment creation but recently the industry is experiencing declining operational and productive performance as evidenced in empirical literature that the contribution of the sector to national GDP dropped from 20% in 1994 to 14% in 2019 (South African Market Insight, 2019). This incident limits the spontaneous growth and performance of F&B companies in the country.

Generally, in Nigeria, most companies in the F&B are often affected by the risks associated with growth, this results to declining profits leading to liquidation and folding-up of business activities, therefore, compelling some of these firms to adopt growth strategies (Bamidele & Ruby, 2019). However, challenges faced by the F&B

industry before and during the year 2020/2021 are multiple and varied according to Food Health Systems Advisory (FHSA, 2019). Whereas, the multinationals enjoy necessary incentives that boost all round business growth, while most of the local industries lack necessary ingredients such as size of firm and resources (Lamm, 2014), technical agility, legal protection, lack of diversification (Claude, 2018), and difficulty in responding to market changes and new technology (Onikoyi, 2017).

In spite of the socio-economic contributions of the F&B sector to the GDP of the nation, the sector is experiencing market disequilibrium due to declining economic condition, inflation, increasing competition, foreign exchange crisis, and unrest situation in the country (Queiroz, Tallon, Coltman, & Sharma, 2020). However, achieving optimum competitive advantage, strategic relevance and resounding performance is a task that most F&B firms are struggling to achieve due to under-utilization of human and productive capacities coupled with unenterprising government policies among others (Afolabi and Laseinde, 2019; Muchele & Onwuchekwa, 2018).

Today organizations including the F&B industry operate within a volatile and highly competitive environment (Amusat, Alasiri, Sannie, Sanyaolu, Olawore & Oyeleye,2022; Muchele & Kombo, 2019). Therefore, F&B manufacturing outfits must identify their capabilities in order to develop new products into an existing and new market or proliferates their products to meet the needs of a particular segment (Muthoni, & Luvusi, 2019). Most F&B companies in Nigeria are experiencing cut-throat competition, restricted market penetration (Afolabi & Laseinde, 2019), below par performance which is in contrast to their

foreign counterpart and deficient market development (Aliu & Oni, 2020) with consumer preference for foreign products in the F&B industry (Okoro, 2016). The aforementioned challenges caused persistent changes in F&B strategies with the motive of uphold or increase the growth, and market share of the company (Adamu, 2020).

1.1   Statement of the Problem

Empirical evidence revealed that firms in the food and beverages (F&B) sector in Nigeria are experiencing low capacity utilization, decreasing profits, unstable foreign exchange rate, and poor economic conditions (Ahiuma-Young, 2022; Liu & Oni, 2020; Wanjiru, Muathe, & Kinyua-Njuguna, 2019). Corroborating the assertions, Onuba (2018) reiterates that the influx of new entrants in the sector, consumers continuous substitution with foreign products and restricted market development poses greater challenges in the industry, and this lower the competitive strengths of the major indigenous F&B companies in the country (Zhou, Ayegba, Onu, James, & Zhang, 2020). Irrespective of opportunities in the business environment, F&B firms are facing environmental threats that distort their performance and survival (Afolaranmi, Oduyoye, & Asikhia, 2019), hence, the need to adopt and implement effective growth strategies to enhance competitive edge and overall performance in the turbulent business climate particularly in developing economy like Nigeria (Njomo & Margaret, 2016).

Firms in the Nigerian F&B sector find it quite challenging to create and maintain competitive advantage due to defects observed in their product development processes. The development and branding of their products are poor making it difficult to differentiate especially in terms of functions and use (Akram, & Mohammad, 2018), and caused low patronage for local products produced by manufacturing companies in the F&B industry in Nigeria (Guardian, 2022). The challenges in the poor product development have been attributed to different problems which are mostly internal and sometimes external to the organization such as inadequate working capital, saturated home and foreign competition (Ayodo & Ayuo, 2018), difficulties in sourcing raw materials, low capacity building (Babarinde, 2022), inconsistency in product quality (Ogbor & Edeme, 2021), strategic inertia, which has resulted to huge financial losses (Koks & Kilika, 2016; Muthoni & Luvusi, 2019). However, the external problems include: policy inconsistencies, multiple taxation, harsh regulatory requirements and trade groups (Dugguh, Aki & Isaac, 2018). On the basis of the above identified challenges, it becomes quite challenging to maintain competitive advantage in the F&B sector in Nigeria. Moreover, the sluggish economies, geo-political uncertainties, deficient product quality and the epileptic power supply adversely affect the performance of most of the F&B companies in Nigeria negatively (Liu, Cheng, & Zhao, 2018).

The ravaging insecurity in the country restricted market and geographic penetration including loss of sales, and personnel (Patrick, Michael, & Okereke, 2016). Moreover, poor research and design hindered product development, market expansion and competitiveness of most F&B companies in Nigeria (Afolaranmi, Oduyoye, & Asikhia, 2019). It also affected their contribution to the nation GDP (Ududechinyere, Eze & Nweke, 2018), market share and return on investments (ROI) {Yang, Chen, & Zhang, 2020}. Rajapathirana & Hui (2017) corroborated that constraints of finance, excessive and multiple taxation including decaying infrastructure (Ahiuma-Young, 2022) increase the operational costs of F&B companies in Nigeria

In recent past, multitude of studies has been conducted on the nexus between growth strategy and organizational competitiveness mostly in advanced and emerging economies (Ferreira, Teixeira, & Rammal, 2021; Hossain, Kabir & Mahbub, 2019; Queiroz, Tallon, Coltman, & Sharma, 2020; Alasiri,2013) with mixed and inconclusive findings. However, negligible studies on the variables are conducted in developing nations like Nigeria (Afolabi and Laseinde, 2019; Bamidele & Ruby, 2019; Abolarinwa *et al.,* 2020; Aliu & Oni, 2020) and emphasis was placed on firm's growth and profitability. Moreover, available evidence suggests very scanty studies on the relationship between growth strategies and firm competitiveness in F&B companies operating in developing economies, hence, the need to further investigate the relationship between the study variables. With respects to the identified gaps in the above literature and the multitude of problems facing the food and beverages companies in Nigeria, this study seeks to determine the effect of growth strategies on firm competitiveness among selected food and beverages companies in Lagos, Nigeria. This study is sectionised as; section one is the introduction. Section two focuses on

the review: theoretical and empire. Section three is the methodology, while section discusses on the discussion of findings. Section five is the conclusion and recommendations offered with the contribution to knowledge.

1.2   Objectives of the Study

The major objective of the study is to investigate the effect of growth strategies on firm competitiveness among selected Food and Beverages companies in Lagos State, Nigeria. Other specific objective is to:

i.   Investigate the effect of product development on market share of selected food and beverage firms in Lagos State, Nigeria.

1.3   Relevant Research Questions

i.   Does product development has any significant effect on market share among selected Food and Beverages (F&B) firms in Lagos State, Nigeria?

1.4   Statement of the Hypotheses

H_01:   Product development has no significant influence on the market share of selected food and beverages firms in Lagos State, Nigeria.

2.1   Conceptual Review
2.1.1   Growth Strategies

The growth strategies refer to various strategies firms can use to achieve sustainable growth and competitive advantages in a relatively dynamic business environment. They are regarded as catalyst for increasing the firm strategic competitive positions and market share (Akram, & Muhammad, 2018). The growth strategies according to Claude (2018), comprises market penetration strategy, market development strategy, product development strategy and diversification strategy. The growth strategies are techniques adopted by firms for expansion and sustainability in the market environment (Queiro *et al.* 2020; Alasiri, 2013). Verhoeven and Johnson (2017) affirmed that growth strategies are tools that serve as landmark for decision making and allows for a cross analysis of products and market.

Growth strategies are integral to the success and survival of any organization (Alkasim & Hilman, 2018). It is likened to the developmental stage of a child from birth to maturity hence business must develop strategies that enable growth beyond its scope to earn profit. It is a gradual, non-instantaneous and revolving process that results from good administration of resources and capabilities in organizations (Dugguh *et al.,* 2018). Abolarinwa *et al.* (2020) and Alasiri (2013) stated that growth strategies are important innovative goals for firm and involves expansion through sales acquisition and market development. The scholars emphasized that growth strategies are part of organizational change management that can affect their operational scopes and financial performance. Growth strategies are essential aspect of a firm strategic focus that has a significant and direct relationship with the financial and non-financial performance of an entity. Claude (2018) considers growth strategy as a pathway

for achieving the short and long run objectives of an organization. Dakare (2019) found a significant relationship between firm growth and performance indicators. Amusat,et.(2022); Koks and Kilika (2016) considered growth strategies as an important strategic planning tool that assist businesses to determine its products and market growth.

2.1.2 Product Development

Product development comprises wide range of activities that must correlate and unified in order to attain satisfactory process. It spans the complete range of marketing, design, management, and other activities done between defining market opportunity and starting production. The goal of the product development process is to create a model framework for producing a unique and standardize products (Atadoga, Mbakwe, Samuel, & Zahra' u, 2020). Dakare (2019) defined product development as the set of activities beginning with the perception of market opportunity and ending in the production, sale, and delivery of a product. However, product development work is even more complex and risky because of external uncontrollable forces that influences the product development process (Zuniga-Collazos, Castillo-Palacio, & Padilla-Delgado, 2019). Product development improves the competitive advantage and enhance performance of manufacturing-based companies (Alkasim, Manaf & Bohari, 2018; Liu & Jiang, 2016). Kaleka and Morgan (2019) succinctly stressed that significant positive relationship exists between innovative product development, packaging, branding and firm performance with pronounced customers satisfaction. The development of new product improves organization' s performance as well as customer' s patronage (Duggul *et al.,* 2018; Onikoyi, 2017). In contrast, Atadoga *et al.* (2020), Maina and Wairimu (2016) argued that new product development is a risky venture to undertake by organizations due to inherent environmental and unforeseen threats.

However, Gartenstein (2019) opined that the product development strategy comes with some risks and does not guarantee firm success particularly when competitors used pricing strategies. Despite the challenges inherent in product development, Nuryakin (2018) stressed the need to create innovative products to gain improve marketing performance and market dominance, while, Ogbor and Edeme (2021) affirmed that new product development positively improve firm market share and competitive advantage. This finding was supported with the view of Afriyie, Du, & Musah, (2019) that innovative product development has significant positive effect firm market share and efficiency.

2.1.3 Market Share

Market share refers to the increasing competitive strengths of the company in terms of sales, market dominance and returns in a dynamic highly competitive market place (Dahl, 2021; Zuniga-Collazos *et al.,* 2019). According to Gareche, Hosseini and Taheri (2017), environmental opportunities and resources capability are the two major sources of competitive advantage that firm can leverage on to improve their market share. This was agreed by Binuyo, Ekpe, and Binuyo (2019) that market share is gain from critical success factors, adoption of generic strategies and value chain analysis. Contrarily, Alshawabkeh *et al.* (2019) found that strategic alliance and

collaboration strategies are the main sources of competitive advantages and increasing market share. Moreover, product innovation and management of business portfolios serves as a yardstick for enhancing organizations products and services performance, including market share (Muthoni, & Luvusi, 2019).

2.2 Theoretical Review

Quite numbers of theories that help to explain the interactions and dynamics between variables in this study are identified and reviewed. These theories include the Resource Based theory (RBT), Ansoff Matrix theory, Porters' Five Forces Theory, and Dynamic Capability Theory (DCT) but the study is anchored on Resource Based Theory (RBT) because it explains the relationships between business growth strategies and organizational competitiveness. These theories were selected to guide this study' s variables because their perspectives are tied to the focus of the study and the variables under investigation.

2.2.1 The Resource Based Theory (RBT)

The Resource-Based theory (RBT) was propounded by Wernerfelt in 1984 and it is centered on the principle that sources of organizations competitive advantage lies in their internal resources as opposed to their positioning in the external environment. The theory explained that diversity in firm performance is due to resource heterogeneity and immobility across organization and this suggests the areas of their superior performance and relative weaknesses (Zhang & Hartley, 2018). The theory of resource-based view (RBV) explains the firm competitive advantage through the uniqueness, rare and imitable resources that the firm created which led to firm growth. Apart from that, the RBV only explains the firm competitive advantage in the static environment, and this has become a limitation especially when the firm is dealing in the fast and changing market environment (Samsudin & Ismail, 2019).

Manyuru, Wachira and Amata (2017) averred that rather than evaluating environmental opportunities, it is more feasible to explore the external opportunities using the existing resources in a new and unique way and capabilities that an organization possesses to attain competitive advantage. Therefore, organizations who are able to attract rare, valuable, non-substitutable, not easily moved, imperfectly intangible resources and capabilities achieve strategic advantage over rivals (Garcia, Hildago & Rodriguez, 2017), this shared view was supported by Sulaimon, Ogunkoya, Lasisi, & Shobayo (2015).
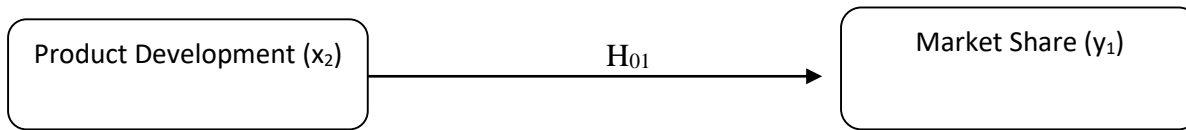
2.2.2 Conceptual Framework

Growth Strategies X

Firm Competitiveness Y

Product Development (x_2)		Market Share (y_1)
	H_{01} →	

Fig 1:   Researcher's Model
Source: Researcher framework, 2022

3.   Research Methods

This study adopted descriptive survey research design because it helps in describing the current situation of phenomenon. The population for this study is 4982 (LIRS data, 2018) employees among the selected three F&B in Lagos metropolis UAC Foods (1000), Dufil Prima Foods (2500), and 7Up Bottling Company (1482). The rationale for the choice of the companies is because they were multi-segmented and among the top twenty food and beverage firms in Lagos State and Nigeria in general. The choice of Lagos by the researchers is because it is the fastest-growing consumer market in the country, providing a significant boost to the F&B industry and remained the commercial hub of the country. Sample size of 381 was drawn from the total population using Krejcie and Morgan sample size determination (1970) formulae. The rational

for using Krejcie and Morgan is to eliminate bias in the sample size determination and selection procedure. The sample size to be drawn from the sampling frame was determined using the formula recommended by Krejcie & Morgan (1970) for sample size determination for a known population. Mathematically it is expressed below as:

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

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$$S = \frac{1.96^2 \times 4982 \times 0.5 (1-0.5)}{(0.5)^2 (4982-1) + 1.96^2 \times 0.5 (1-0.5)}$$

$$S = 3.81 \times 100 = 381$$

Where:

S= Required Sample Size

X^2 = Z Value (i.e., 1.96 for 95% confidence level)

N= Population Size (4982)

P = Population Proportion (express as decimal and assume to be 0.5% (50%)

D= Degree of accuracy (5%, expressed as a proportion of (0.5) being the margin error).

The Krejcie and Morgan (1970) formulae was used to select the study's sample size in line with the 95% confidence level and a margin of error of 5%, the sample size of the study is given as 381.

The proportionate sampling technique was adopted to ascertain the exact number of questionnaires that were assigned to each respondent in the selected three food and beverages companies. Simple random sampling technique was used to administer the questionnaire to the respondents. The sampling technique was chosen to prevent bias and an incorrect proportion of the administered questionnaire to the respondents. However, out of the 381 respondents that adapted questionnaire were administered to with the aid of proportionate random sampling technique, only 357 questionnaires were duly filled and used for the analysis purpose. Simple

Regression was used to analysed the data. The hypotheses are tested at 0.05% level of significance.

$Y = FX$

$X = GS$

$y_1 = MS$

$Y = f(x)$

$x_1 = PD$

$y_1 = f(x_1)$

$y_1 = f(x_2)$

$MS = \beta_0 + \beta_2 PD + e_i$

The independent variables are measured as:

$x_1 = $ Product development (PD)

The dependent variables (Firm competitiveness is measured as:

$y_1 = $ Market share (MS)

Where; β_0 = the constant of the equation; β_1-β_2 = the coefficient of variables in the equation

ε_i = Error Term

However, inferential statistics was used to forecast the effect of the two independent variables on the dependent variables using multiple regression analysis for testing the hypotheses. Adapted questionnaire utilized assists in the reliability and adaptability because it has been validated by previous researchers (Distanont, & Khongmalai, 2019). The Likert six (6) scale measurements is used to measure the degree of agreement and disagreement with

the stated research questions raised and hypotheses formulated. In line with extant literature, the response options provided in the questionnaire follow the 6-point Likert-scale and are consistent with (Durmas & Ilhan, 2015; Olawore et al., 2023). This scale been an ordinal interval scale numbered from 1 to 6. The response options in the questionnaire covers, Very High (VH) = 6, High (H) = 5, Moderately High (MH)= 4, Moderately Low (ML)= 3, Low (L)= 2, Very Low (VL) = 1

4.   Data Analysis, Results and Discussions

4.1   Demographic Data Analysis

This section considers the peculiarity of each respondent in terms of gender, age, marital status, educational background and length of service. The frequency and percentage are given below.

Table 4.1: Demographic Data

Gender	Frequency	Percentage (%)
Male	200	56
Female	157	44
Total	**357**	**100.0**
Age		
18-30 Years	77	21
21-35 Years	140	39
36-45 Years	100	28
46 Years & Above	40	11
Total	**357**	**100.0**
Marital Status		
Single	134	38
Married	223	62
Total	**357**	**100.0**
Educational Background		
School Cert/WAEC/NECO	55	15
ND/NCE	77	22
BSC/HND	205	57
MSc/MA/MBA/Professional	20	06
Total	**357**	**100.0**
Length of Service		
Less than 5 years	50	14
5-10years	81	23
11-20 years	70	20
21-30 years	65	18
31-40years	50	14
40years and Above	41	11
Total	**357**	**100**

Source: *Author' s computation (2023)*

The above table shows the descriptive statistics of the respondent demographic data. Among the respondents, 56% were male while 44% are female which implies that more than averages of the respondents in this study are male. It was also discovered that most of the respondents are between the ages of 21-35 with a percentage of

39%, In addition, 223 representing (62%) respondents were married, while 205 respondents representing (57%) have BSc/HND degree

while a small proportion 6% having MSc/MA/MBA/Professional. The table further revealed that 81(23%) have spent between 5-10years in the organization.

4. Testing of Hypothesis

4.1. Hypothesis

$H_0$1: Product development has no significant effect on the market share of selected food and beverages firms in Lagos State, Nigeria.

Table 4.2 Product Development and Market Share

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.034[a]	.001	-.002	.90767

a. Predictors: (Constant), Product Development

Author's computation from SPSS 23.0

Source: Fieldwork (2022)

The result summary on table 4.2 reveals that product development has non-significant negative effect on the market share of selected F&B companies with -0.002 at P-value>0.05. The result disagrees with the empirical findings of (Afolaranmi *et al.,* 2019; Afriyie, Du, & Musah, 2019; Akram & Muhammad, 2018; Alkasin *et al.,* Atadoga *et al.,* 2020; Ogbor & Edeme, 2021), and agrees with findings of (Garteinstein, 2019; Zuniga-Collazos *et al.,* 2018; Maina & Wairimu, 2016) that emphasized that new product development is complex, risky and does not guarantee improve organization performance.

Table 4.2.1		ANOVA[a]				
		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.340	1	.340	.413	.521[b]
	Residual	292.472	355	.824		
	Total	292.812	356			

a. Dependent Variable: Market Share

b. Predictors: (Constant), Product Development

From the table 4.2.1, the null hypothesis is accepted since p-value (.521) is greater than 0.05. Hence, product development has non-significant positive effect on the market share of selected F&B companies.

Table 4.2.2   **Coefficients[a]**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.876	.230		8.142	.000
	Product Development	-.132	.029	-.180	-4.601	.000

a. Dependent Variable: Market Share

The evaluation of the unstandardized coefficient of product development in the coefficient table and its associated p-value reveals that product development ($\beta_{PD} = -0.132$, $p < 0.05$) is statistically not a good predictor of the selected F&B companies market share. This implies that product development has significant negative effects on the F&B market share ($R = 0.34$, $R^2 = 0.001$, $\beta_{PD} = -0.132$, $p < 0.05$). The study concluded that product development has negative effects on the selected F&B market share. The result disagrees with the empirical findings of (Afolaranmi *et al.,* 2019; Afriyie, Du, & Musah, 2019; Akram & Muhammad, 2018; Alkasin *et al.,* Atadoga *et al.,* 2020; 2018; Ogbor & Edeme, 2021), and agrees with findings of (Garteinstein, 2019; Zuniga-Collazos *et al.,* 2019; Maina & Wairimu, 2016) that emphasized that new product development is complex, risky and does not guarantee improve organization performance.

4.3   Discussion of Findings

The result summary on test of hypothesis 1 in table 4.1 reveals that product development has non-significant negative effect on the market share of selected F&B companies with Adjusted R^2 (-0.002 at P-value>0.05), suggesting that the firm market share is accounted for by -0.2% product development. This clearly shows that product development strategy is not a good predictor of market share in the selected F&B companies with -0.2%. However, the unexplained variation of 99.8% is accounted for by factors enhancing the market share selected F&B Lagos State beyond the specified model of the study.

However, the evaluation of the unstandardized coefficient of product development in the coefficient table and its associated p-value reveals that product development ($\beta_{PD} = -0.132$, $p < 0.05$) has a negative effect on the selected F&B companies market share. This implies that Product development has negative effects on the F&B market share. In line with the results; $R = 0.34$, $R^2 = 0.001$, $\beta_{PD} = -0.132$, $p < 0.05$, the study conclude that product development has negative effects on the selected F&B market share.

5.1   Conclusion and Recommendations

The study investigates the effect of product development on market share of selected food and beverages industry in Lagos, Nigeria. The results from the study revealed that product development has non-significant negative effect on the market share of selected F&B firms in Lagos State, Nigeria. The outcome in this study corroborated with the findings by Amusat, et.al(2022) and Alasiri (2013) that growth strategies are catalyst for enhancing firm' s growth rate and competitiveness for organisations. This affirmed the justification for anchoring the study on Resource-Based Theory (RBT) because; it stipulates that the major source of company competitiveness is alignment and utilization of their resources including competencies to gain edge over rivals. The study recommended that major stakeholders in the F&B industry should develop innovative products that will be offered at affordable price to exploits market opportunities and achieve greater competitiveness in this period of new harsh economy.

5.2   Contributions to Knowledge

The findings of this study add to the frontier of knowledge on growth strategies and firm competitiveness in the F&B industry in Lagos, Nigeria. The study makes conceptual contribution because it measures F&B competitiveness with market share (independent variable), and measured growth strategies with product development strategies postulated by Igor Ansoff as parts of the strategies for internal development and strategic growth. The theoretical contribution of the study affirmed the postulation of the RBV theory and confirm that achieving competitiveness require ability of the firm to leverage on internal resources, competences and alignment of effective growth strategies.

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