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Research Article

Supply Chain Management and Consumer Loyalty of Selected Indigenous Automobile Companies in Nigeria

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ABSTRACT

This study examines Supply Chain Management (SCM) and the consumer loyalty of indigenous automobile companies in Nigeria which is the home-grown car industry. The research follows a positivist philosophy that uses a descriptive survey methodology to obtain data from 273 Ministries Departments and Agencies (MDAs) that have been using indigenous automobile products for two years or longer. Data collection utilized regression analysis through SPSS for analysis alongside the sampling techniques which included stratified and purposive methods. Consumer loyalty primarily depends on pricing factors (Beta = .786, $p < 0.000$) while product design (Beta = .669, $p < 0.000$) and raw material sourcing (Beta = .547, $p < 0.000$) come in second and third places. The conclusions match the Resource-Based View (RBV) and Market Orientation theories because these SCM practices establish essential foundations for achieving competitive advantage. This study concluded that successful pricing methods along with creative product creation and productive material acquisition processes hold essential roles in developing loyal customer relations and business market performance success. The study recommended using value-based pricing techniques together with forming connections with local suppliers while allocating funds for research and development to generate innovative ideas. Successful navigation of market challenges depends on these measures for indigenous automobile companies to thrive in Nigeria's competitive automotive sector.

Keywords: Supply Chain Management, Consumer Loyalty, Raw Material Sourcing, Pricing, Product Design.

INTRODUCTION

The fast advance of global markets combined with technological progress along with changing customer demands transformed business operations worldwide. Modern organizations face rigorous demands to provide their products at reduced prices while improving quality and speeding up delivery times. Supply Chain Management (SCM) functions as a foundational integration tool connecting materials with information alongside finances through supply chain networks to fulfill business goals and operational excellence. SCM excellence serves as a fundamental competitive factor for business success because it decides whether firms will flourish and survive within intense market competition. As a main framework SCM strives to maximize complete supply chain operations that sustain customer delivery processes. A leader must organize procurement along with production and transportation followed by warehousing and distribution to achieve operational flow. The core mission of SCM includes cost reduction combined with satisfaction enhancement for customers while maintaining market-responsive operations. Successful management of entire supply chain activities determines how well organizations reach their competitive goals. The global SCM management continues transforming quickly because of recent supply chain disruptions which began with the COVID-19 pandemic along with geo-political conflicts as well as shortages which demonstrate the importance of supply chain resilience and flexibility. Global supply chains have encountered serious operational problems so businesses across the world now work to modify their traditional supply chain design. The "just-in-time" inventory approach that maximized cost savings through minimal inventory has transformed to a "just-in-case" model because of emerging global supply chain dangers (Adeleke, 2021). The method requires organizations to stockpile defense capabilities as well as choose multiple suppliers to diminish supply disruption threats and price

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instabilities. Supply Chain Management plays an essential role in Nigerian industries particularly in agricultural production and the extraction and manufacturing sectors which constitute the backbone of national economic progress. Few years ago, Nigeria established supply chain importance yet its supply chain performance suffers from inadequate infrastructure and insufficient logistics alongside economic challenges (Oyedijo, Adams, & Koukpaki, 2021). The delivery times and logistical expenses are severely impacted by transportation-related matters including road quality problems and minimal railway systems and port operational inefficiencies. The business operations face additional complexities in supply chain management because of bureaucratic obstacles and inconsistent policies from the government (BusinessDay Editorial, 2024).

The analysis of the Nigerian automobile industry helps us comprehend both the difficulties and prospects that Supply Chain Management brings to the nation. The nation of Nigeria maintains greater than 200 million people who create significant demand for automobiles. Local automobile and auto parts manufacturing operations in Nigeria remain limited which forces the country to depend on imported vehicle productions. The National Automotive Industry Development Plan of Nigeria supports indigenous manufacturing through business incentives which seek to reduce dependency on vehicle imports. The policy faces obstacles in its success path because the SCM system encounters numerous barriers such as expensive imported component tariffs coupled with limited local production capacity. A critical problem in the Nigerian automobile industry's supply chain exists because the country lacks sufficient development of its local supplier network. Since indigenous automobile manufacturers use imported components the production costs remain high and lead times become extended. Currency fluctuations increase business costs and import tariffs along with customs delays create extra supply chain problems (Oyedijo, Adams, & Koukpaki, 2021). Nigerian automobile companies face competitive disadvantage in the market because their import-dependence leads to major costs and time inefficiencies which foreign manufacturers can avoid with their integrated supply chains. The investigation directly studied how SCM practices used in raw material procurement as well as product development alongside pricing strategies shape the competitive advantages of Nigerian car manufacturers. The difficulties related to material acquisition reduce the competitiveness of companies operating in the domestic automobile sector. Nigerian manufacturers struggle with the shortage of domestic suppliers and thus need to obtain raw materials and components through imports at unrestrained delivery times and elevated import expenses. The use of foreign suppliers increases manufacturing expenses and subjects firms to disrupted supply chains and exchange rate variations. According to studies indigenous Nigerian companies have insufficient developed sourcing networks and strategies which characterize global supply chains due to their ineffective planning (Adeleke, 2021).

The sector of product design constitutes a vital weakness for Nigerian automobile manufacturing businesses. Nigerian indigenous companies struggle to create innovative products because they do not possess the advanced technological capabilities needed to develop new designs which restricts their customizability choices. Studies show that consumers in particular favor modern vehicles with technology enhancements (Adeleke, 2021) thus driving down the market share of local automobile industry. The problem of limited product design capabilities becomes worse because companies lack access to advanced design tools as well as skilled personnel with market translation abilities. Organization-wide design excellence enables companies to establish unique identities which drives customer devotion according to Amio and colleagues (2024). A comprehensive study must determine how both supplier partnership flexibility and material innovation adoption can help enhance product designs within supply chain management systems. The key challenge for Nigerian car manufacturers comes from their higher production costs which stem from delivery chain performance inefficiencies. Production costs rise when Nigerian manufacturers depend on imported components and exchange rates shift and import tariffs change thus forcing manufacturers to raise prices for consumers (Oyedijo, Adams, & Koukpaki, 2021). Nigerian companies face challenges maintaining affordable prices since they operate without established economies of scale and global supply chain access which foreign manufacturers use to succeed. Production expenses constrain firms from providing economical costs to consumers since these costs deter price-sensitive buyers.

Most previous studies have focused on individual elements of Supply Chain Management thus creating a major research gap according to Adeleye et al. (2020) and Nwankwo & Gbadamosi (2020). Researchers have shown only minimal interest in uniting these variables into one thorough research project. This research paper provides an

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extensive assessment to bridge the existing knowledge gap between Supply Chain Management and competitiveness in Nigerian indigenous automobile industries. Current research limitations demonstrate vital importance to conduct this study as it enhances knowledge about indigenous company challenges in competitive international markets. Evaluating the Relationships between Pricing, Product Design and Competitive Advantage for Indigenous automobile companies in Nigeria had specific objectives as a result.

LITERATURE REVIEW

Supply Chain Management

The management principles of SCM have developed extensively throughout history. Supplementary customer value delivery through minimal supply chain expenditure remains the central purpose of supply chain management as Christopher (2020) explains. Supply chain management requires organized integration between all supply chain partners as its fundamental principle. According to Mentzer et al. (2020) SCM represents a systemic and strategic process that connects business operations with tactical methods inside single organizations and throughout all supply chain businesses. The view presents SCM as an essential element which demonstrates strategic operational control over its cross-functional elements. The authors of Simchi-Levi et al. (2020) developed a complex definition which demonstrates how SCM helps organizations obtain competitive advantages. Organizations use SCM to design and manage continuous value-added operational processes which span multiple enterprise borders for delivering genuine customer requirements. The definition stresses two key elements with its focus on process unification together with value generation. Hugos (2020) defines SCM as "an art and scientific process to unite product flows along with financial and information transactions along the entire supply chain starting at suppliers' suppliers through customers' customers." The extended definition encompasses the entire process of combining product and information and financial systems with their respective flows. Modern businesses rely heavily on SCM because it provides multifaceted essential capabilities that operate dynamically to achieve success. This concept displays great diversity because Christopher defined SCM differently than Mentzer et al., Simchi-Levi et al., and Hugos. Various skills and approaches are needed in this field because SCM includes technological alongside human aspects. Supply chain management requires adaptable approaches in present-day strategic planning because of COVID19 and sustainability-related current hurdles. The comprehensive analysis reveals the key value of SCM knowledge for businesses in this fast-changing business environment.

Raw Material Sourcing

Raw material sourcing as an essential supply chain element that determines organizational success in establishing a competitive position. These strategies influence how manufacturers allocate their resources for materials because they establish product costs alongside quality standards while achieving operational security through enhanced supply chain strength and eco-friendly supply systems. Researchers in SCM now recognize raw material sourcing as a fundamental strategic element in the SCM framework because of globalization together with market competition and environmental awareness. Recent definitions of SCM show that raw material sourcing involves three distinct elements to meet production requirements (Christopher & Holweg, 2022). This SCM subpart covers the vital operations involving supplier selection and risk assessment in addition to managing business relationships with suppliers. The effective practice of raw material sourcing coordinates procurement operations with organizational objectives and market needs to fulfill both production needs and business strategy goals according to Sarkis et al. (2023). Supply chain complexity requires sourcing to advance from basic material purchase into an extensive procedure which performs cost optimization alongside risk management and ethical and sustainability standard compliance (Sarkis et al., 2023). Raw material sourcing demands an elaborate system that begins by finding suppliers and defining procurement systems and continues with relationship development and risk management as well as sustainability protocols. The first step of supplier management begins with identification and evaluation through which organizations pick suppliers who demonstrate high quality standards and reliable performance and cultural alignment with their fundamental values. Long-term partnerships between organizations develop through proper supplier selection according to Monczka et al. (2021) thereby supporting market responsiveness and consistent quality maintenance. The main responsibility of procurement is to negotiate deals and purchase essential

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materials at their best price points because this directly determines the organizational financial outcome. Organizations now demand escalated cost reductions so procurement operations have evolved from basic transactional execution to key strategic functions (Golini et al., 2022).

Product Design

The essential part of supply chain management operates through product design because it determines supply chain operational efficiency while enhancing adaptability and sustainability levels. Scm product design determines the development of new products alongside the subsequent chain of operations from sourcing to production and distribution to customer delivery. A competitive advantage in business depends on companies making SCMoriented design decisions because these approaches enable operational streamlining while reducing costs while enhancing quality and market responsiveness. When product design integrates with SCM it requires more than description of product attributes because companies need to create items that function well with their sourcing approaches alongside their manufacturing capacity and logistics systems and end-life management. Every supply chain level gets shaped by product design decisions which specify the materials alongside their production methods while determining packaging specifications and transportation requirements (Lambert and Enz 2021). A product designed with care creates simpler supply chains through standardized components alongside streamlined assembly procedures and fewer scarce material needs thus leading to cost reduction and operational efficiency increases (Lambert & Enz, 2021). Authorities working in SCM-oriented product design focus on integrating standardization with modular concepts because they enable streamlined operations throughout supply chains. A product system that allows users to swap replaceable sections or segments enables customized items without raising expenses during manufacturing. Company success through modularity was demonstrated by Fixson and Park (2022) because it helps manufacturers develop multiple product lines from basic components thus satisfying varied customer needs while keeping supply chain operations simple. The modular approach proves valuable especially in electronic industries since it helps organizations cope with their dual requirement for multiple product types alongside their international distribution complexities (Fixson & Park, 2022). All product modifications and deviations create variability in production which standardization eliminates thus enabling faster production runs along with better supplier control and smarter inventory management.

Pricing

Within supply chain management pricing acts as an intermediary which connects production expenses to consumer expectations but requires exact equilibrium between profit recovery and market standing. Lambert and Enz (2021) explain that pricing depends on cost management and supplier negotiations for determining the lowest feasible price point for achieving profitability. Cost management makes up an essential component of SCM systems because such systems need to show both accurate costs and enhance visibility which enables effective pricing decisions. Pricing within SCM requires businesses to study market patterns as well as analyze opponent market prices while developing value-focused pricing approaches which match customer perception of worth and price expectations (Lambert & Enz, 2021). The execution of pricing strategies determines how SCM functions through its effects on forecasting demand and operational inventory levels and organizational production scheme. The implementation of competitive pricing leads to increased sales quantities which requires changes in inventory stock and production amounts to fulfill higher customer needs. A premium pricing strategy targets specific sections of customers which allows companies to manage inventory volumes while aiming for maximum profit margins. Chen and Lee (2022) state that SCM-oriented pricing elements focus on seasonal demand variability together with supplier response capabilities to short-term market changes as well as manufacturing timetable duration. For successful pricing strategies to work businesses need an integrated supply chain management method which creates perfect coordination between procurement and production and distribution processes.

Quality planning of market pricing generates crucial market benefits which stem from product distinctiveness and customer allegiance. The market adoption of dynamic pricing stands out as an illustration because it optimizes prices through real-time supply and demand adjustments for e-commerce retailers and retail businesses. Through dynamic pricing companies can enhance their market competitiveness as this technique delivers better responses to market

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changes than conventional static pricing strategies (Xie et al., 2023). Through data analytics and artificial intelligence (AI) companies obtain superior demand pattern forecasting abilities which enables them to adjust prices for changing market conditions while keeping customers of different backgrounds intact without margin degradation. A company achieves superior market trend capture by relying on this adaptive approach which gives it greater speed and nimbleness against competitors who maintain fixed prices. The vital aspect of pricing in SCM becomes evident when It enables cost recovery and achieves profitability goals which sustain supply chain operations. Supply chain profitability depends heavily on pricing decisions which Golini et al. (2022) show create either successful results or failures especially in market segments with steep production expenses or changing raw material costs. Organizations that establish pricing based on accurate cost analysis for product development and supply logistics management alongside profit target margins become strong financially through supply chain disruptions. The authors in Golini et al. (2022) explain how supply chain management aligned pricing strategies protect businesses from exorbitant discounting which reduces product value and places stress on the supply chain.

Competitive Advantage

Teece, Pisano and Shuen (1997 as cited in Astawa et al., 2021) explain that competitive advantage derives from how firms integrate and build and reconfigure their internal and external competencies to respond properly to rapidly transforming environments. The perspective shows that competitive advantage exists as an ever-changing dynamic system. The approach to obtain competitive advantage involves establishing "blue oceans" of new market territory instead of remaining within ongoing "red ocean" competition. The authors Kim and Mauborgne (2005 as cited in Astawa et al., 2021) stress the significance of innovation for established demand while erasing market competition. According to Lee et al (2021) competitive advantage develops through organization-wide collective learning which facilitates the integration of various production expertise and multiple technological streams. A company can reach different market segments through core competencies according to their analysis. Various definitions of competitive advantage show how firms can gain advantages through market positions combined with resource capabilities and innovative capabilities and core competencies. Different viewpoints provide exclusive methods to examine competitive advantage while achieving business supremacy across diverse environments. Porter explains that competitive advantage exists when businesses succeed in making better value for their customers with higher profits for themselves (Keller, 2018). The fundamental approach to achieve these benefits requires organizations to focus on cost leadership and differentiation and market concentration strategies. According to Barney (2018) firms achieve competitive advantage when they possess unique resources that are valuable, rare and inimitable, as well as non-substitutable. From this viewpoint organizations direct their analysis at their inner capabilities without paying attention to their placement within the market. According to Teece (2018) dynamic capabilities represent the ability of organizations to unite internal and external resources through creation and reorganization that helps address unpredictable market situations. Competitive advantage emerges from a firm's continuous development of systems which enable it to adapt throughout time. Needing innovation represents an essential factor which shapes competitive business advantage. Companies gain a competitive advantage by using innovation to create special products or services and reach new markets along with operational enhancements per Drucker (2018). Crosby (2018) highlights quality as a crucial component. The author shows that high quality standards lead to satisfied customers and decreased expenses and higher profits which establishes lasting market dominance. According to Reichheld (2018) customer loyalty combined with strong relationships stands central to developing competitive advantages in business.

Consumer Loyalty

Businesses today understand consumer loyalty represents the key indicator for achieving competitive advantages. Consumer loyalty functions as a competitive advantage indicator according to multiple organizational viewpoints. Consumer loyalty refers to a customer's consistent preference for a brand over its competitors. In Oliver's (2018) words consumer loyalty represents a strong dedication for future re-patronization or re-purchase of preferred products or services regardless of marketing attempts or situational circumstances which may lead to switching behaviors. Also, Reichheld (2018) differentiates between emotional and behavioral loyalty. Brand strength emerges

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from emotional loyalty which demonstrates customer passion for the brand while behavioral loyalty describes how regularly customers buy from it. The competitive advantages that arise from customer loyalty become apparent according to Aaker (2018) when loyal customers resist moving to competitors during price fluctuations and promotional activities by competitors. Consumer loyalty correlates directly to brand equity according to Keller (2018) because such loyal customers strengthen their brand thus creating a competitive advantage through stable revenue and decreased marketing expenses. The first step leading to customer loyalty begins with satisfying customers through high-quality goods and services according to Crosby (2018). Customer loyalty will strengthen as businesses deliver superior quality products beyond what customers plan for. The combination of personalized service and exceptional staff interactions according to Pine and Gilmore (2018) creates emotional bond behaviors that exceed basic price-directed loyalty. Consumer loyalty can be measured through their tendency to restock the same products. Reichheld (2018) states that loyal customers conduct repetitive and sustained buying actions which directly points to competitive advantage. The Net Promoter Score created by Reichheld serves as a well-known standard for tracking customer devotion. The assessment tool allows companies to determine customer recommendation behavior as it integrates both satisfaction standards and loyalty metrics (Reichheld, 2018). The challenges of encouraging customer loyalty increase dramatically when markets reach saturation. According to Oliver (2018) markets with high competition demand businesses to develop unique value propositions which must be backed by exceptional customer experiences to win and maintain loyal customers. Hostile market conditions disrupt the process of customer retention. According to Aaker (2018) brands must maintain ongoing adaptability as well as innovation to keep satisfying changing customer requirements and maintain their customer base. Technology through the digital age has shaped both creation and maintenance processes of customer loyalty. The author Keller (2018) demonstrates that digital marketing through social media and online communities helps build customer loyalty by creating feelings of belonging. According to Crosby (2018) companies must investigate distinctive consumer preferences and local cultural elements to achieve marketwide client loyalty when they expand globally. Consumer loyalty serves as an important multifaceted business concept which directly supports competitive advantage establishment and maintenance. Different scholars explain how loyalty results from product quality together with satisfied customers who receive personal treatment and powerful brand value. Company competitive position becomes clearer when loyalty measurement utilizes repeat purchases and NPS methods. **Conceptual Framework**

The conceptual framework for the study on the indigenous automobile industry in Nigeria is visually represented in the figure1 below. This framework illustrates the relationships and influences between the variables in the study: Independent Variables: Raw Material Sourcing (RMS), Product Design (PD) and Pricing (PS) while Dependent Variable is Competitive Advantage proxied by Consumer Loyalty (CL). Forming a basis for the hypotheses that followed:

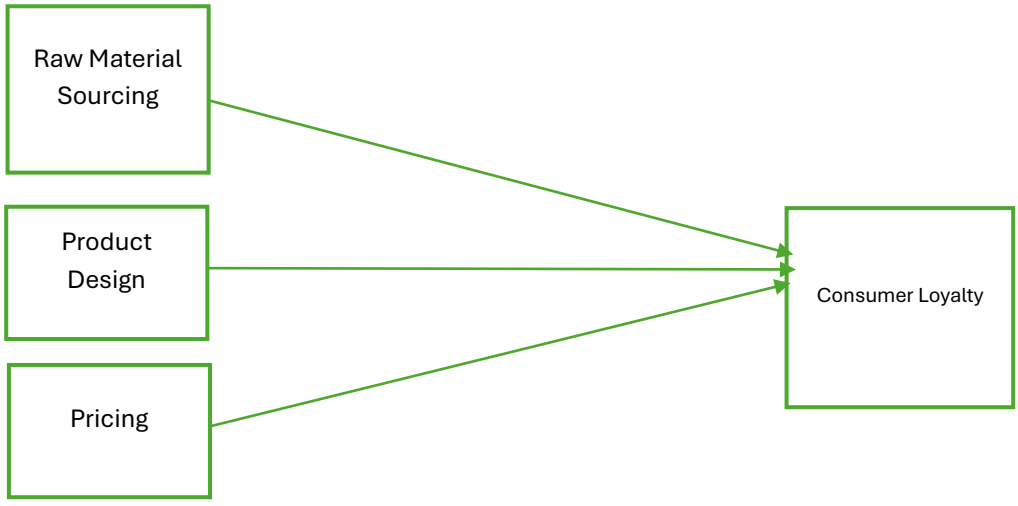

Figure 1 Conceptual Framework

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H_{o1} : Raw material sourcing has no effect on the consumer loyalty of indigenous automobile companies in Nigeria

H_{o2}: Product Design has no effect on the consumer loyalty of indigenous automobile companies in Nigeria

H_{o3}: Pricing has no effect on the consumer loyalty of indigenous automobile companies in Nigeria

Empirical Review

Supply Chain Management (SCM) functions as a critical element which researchers have shown produces better organizational results and competitive advantage. The literature demonstrates how Green Supply Chain Management (GSCM) affects operational efficiency and competitive advantage according to Khanal et al. (2023), Afnan & Minwir (2023), Astawa et al. (2021). Performance enhancement relies on entrepreneurial approaches along with supplier collaboration and information exchange according to Wijaya (2023) and Hejazi (2022). Simultaneously modern SCM efficiency depends on ERP systems and smart technology which facilitate digital integration and sustainability according to Ramakrishna et al., (2023), Rashid & Rasheed, (2023) and Linda et al., (2022). Multiple industry and geographic studies including Islam and Qamari (2021) and Cahyono et al. (2022) and Das and Hassan (2021) demonstrate how cultural and economic factors impact SCM effectiveness. The relationships between the variables have been studied with three common analysis methods including Structural Equation Modeling (SEM) along with Partial Least Squares (PLS) and regression analysis. The Nigerian market together with the automobile sector remains under-researched both geographically and conceptually despite existing theoretical foundations. Both Wijaya (2023) based in Indonesia and Afnan (2023) located in Bahrain produced research on SCM's performance effects but Nigerian studies on SCM competitive advantage relations remain scarce. Supply chain complexities and consumer habits in the Nigerian automobile sector need thorough investigation because they differ from standard industry patterns. The research investigates strategic management of SCM in automotive industries to enhance global knowledge about strategic SCM management practices in this field.

METHODOLOGY

The research needed a positivist philosophy as its fundamental framework. The research philosophy fits the hypothesis testing methods described previously and claims quantitative methods provide appropriate methodology. This research philosophy uses different quantitative procedures while stressing the importance of performing neutral assessments. The combination of strict methods for collecting and analyzing data leads to dependable and transferable results (Creswell, 2009). For the research study on the indigenous automobile industry in Nigeria researchers have chosen to use descriptive and survey methods combined together. The selected approach provides effective results when understanding the current industry status and revealing specific behavioral patterns among its participants. The Bureau of Public Procurement (BPP, 2024) reveals that the main research group includes all nine indigenous automobile companies with their managers and staff personnel. The research study will focus on a major customer group by aiming its investigation at Ministries Departments and Agencies (MDAs) throughout Nigeria. The research analyzed 943 MDAs according to BPE (2024) identification. All MDAs which used vehicles from these native companies for more than two years qualified for selection. A complex method was applied for selecting participants. Using the Confidence Interval method on the total population of 943 MDAs at 95% confidence level and 5% margin of error determines a sample size of 273 MDAs. The standard approach for uncertain response distribution sets the assumption rate at 50% to determine sample size calculation. The research design uses stratified sampling to reach its sampling objectives. Multiple public entities receive grouping into separate categories according to their dimensions of size or placement or vehicle operation characteristics through this method. The researcher applied purposive sampling to every MDAs procurement unit staff located in the 273 selected strata. Such a method creates an equal representation of different groups found in the population. The main data gathering process depends on a precisely designed questionnaire structure. The questionnaire contains about 35 questions which were carefully structured to gather various types of information. A segment containing 5 demographic inquiries occurred at the beginning of the questionnaire. The initial questions will help collect fundamental information regarding respondent features including their academic qualifications and their experience with local automobile products and their industry work position and their employment period. The collected demographic data

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enables analysis that pertains to the respondents' backgrounds thus leading to enriched knowledge about data patterns. The remaining 30 questions delved into specific areas pertinent to the study's focus. The survey examines elements regarding raw material procurement and merchandise development together with market cost strategy and buyer brand commitment. The study reached its goals by implementing a planned research method that included regression analysis. The method proves excellent at analyzing complex variable relationships when dealing with multiple independent factors and one dependent variable so researchers achieve a comprehensive comprehension. The raw data analysis heavily depended on SPSS as the main analytical tool because it demonstrated powerful capabilities for dealing with extensive information sets.

Model Specifications

The revised study model for the indigenous automobile industry in Nigeria focuses on understanding how various independent variables influence consumer loyalty. The model is structured to capture the intricate relationships and impacts of these factors Adapted from the study of Silitonga, Setiawati and Immanuela (2022)

Independent Variables: Raw Material Sourcing (RMS): Product Design (PD) and Pricing (PS) Dependent Variables: Consumer Loyalty (COL): Assessed through metrics like repeat purchases, brand advocacy, and customer retention.

Model Equations: The relationships in the model can be represented by the following regression equations:

Consumer Loyalty Model:

$$COL = \beta_0 + \beta_1(RMS) + \beta_2(PD) + \beta_3(PS) + \epsilon$$

RESULTS AND DISCUSSIONS

Demographic Characteristics of Respondents

Table 1: Experience Using Indigenous Automobile Products

Experience Using Products (Years)	Frequency	Percentage (%)
Less than 1 year	45	16.8
1-3 years	80	29.9
4-6 years	60	22.4
7-9 years	50	18.7
10 years and above	33	12.3
Total	**268**	**100**

Source: Field Survey (2025)

The table reveals that the largest proportion of respondents (29.9%) have been using indigenous automobile products for 1 to 3 years, followed by those who have used them for 4 to 6 years (22.4%). Only 12.3% have more than 10 years of experience with these products, suggesting that the respondents have experience in their roles and to a large extent can respond to the questions raised.

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Regression Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547[a]	.299	.296	.43998
2.	.669[a]	.448	.446	.39048
3.	.964	.020	.946	.000

a. Predictors: (Constant), RMS, PD, PS

Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.405	1	45.405	431.120	.000[b]
	Residual	28.015	266	.105		
	Total	73.420	267			

a. Dependent Variable: CL

b. Predictors: (Constant), RMS, PD, PS

Raw material sourcing proves to have a statistically significant positive influence on consumer loyalty based on the results with a Beta coefficient value of .547 at a p-value level of .000. The study outcome matches evidence presented by Wijaya's (2023) about how entrepreneurial strategy alongside social capital affects organizational performance together with sustainable supply chain management (SCM). Organizations which secure valuable rare inimitable and non-substitutable (VRIN) resources will achieve sustainable competitive advantages based on Resource-Based View (RBV) theory. Strategic raw material sourcing functions as a valuable organizational asset that creates quality enhancements as well as dependable supply chains and strengthens market trust building consumer loyalty. The rejection of H01 proves that raw material supply plays an essential role in developing consumer relationships while maintaining market leadership positions. Research analysis demonstrates that product design as a factor substantially influences Nigerian indigenous automobile consumers' loyalty toward their products with high significance at $p < 0.000$ and a Beta coefficient of .669. Ujianto et al. (2022) supports this discovery by pointing to product design innovation as the key for competitive advantage achievement. Afnan & Minwir (2023) established in their findings that strategic SCM approaches drive customer satisfaction by producing innovative consumer-focused products. This concept matches the focus on design which strengthens loyalty according to the research. The examined research evidence demonstrates that a market-leading product design remains essential for sustaining customer loyalty throughout high market competition. According to Market Orientation Theory product design remains the fundamental organizational process to connect strategic approaches with consumer needs thus driving satisfaction. Market Orientation Theory establishes that organizations must know their customers' requirements to produce superior value which produces better satisfaction along with customer retention. Native automobile companies in Nigeria can strengthen relationships with their customers through consumer-oriented and innovative product designs which allows them to better serve evolving market needs. Recent product design decisions have

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proven to be essential for maintaining indigenous automobile companies' market positions together with consumer commitment in Nigeria. The regression analysis produces definitive evidence against H03 because price strategies create substantial positive effects on consumer loyalty which yields a Beta coefficient value of .786 at $p < 0.000$. The work of Okpighe (2020) support observations showing that effective supplier selection used strategically within purchasing brings maximum profits to manufacturing companies. The Market Orientation Theory establishes pricing strategies as essential elements for improving customer loyalty through effective delivery of customer expectations. Organizations committed to understanding and responding to customer needs will achieve sustained business success combined with enhanced relationships throughout their target market. The implementation of competitive and value-driven automobile pricing by Nigerian native car makers helps to build trust and enhances client satisfaction which leads to increased brand loyalty. This discovery proves how crucial it is to match product prices to customer-perceived value since both actions boost brand loyalty in markets with high competition. The disproof of H03 shows that pricing acts as a fundamental factor for building consumer loyalty in the indigenous automobile market.

CONCLUSIONS

Consumer loyalty in the Nigerian indigenous automobile industry mainly depend on pricing strategies. The analysis reveals pricing as the most impactful element as demonstrated by its high Beta coefficient therefore establishing it as an essential capability for achieving competitive advantage. Operation efficiency together with cost reduction becomes directly influenced by efficient sourcing of raw materials. The success of competitive pricing and customer confidence requires localized supply chain practices for the industry. The design of products plays two essential roles in developing customer opinions and delivering cost efficiencies. Innovative product designs with consumer focus increase production effectiveness while meeting present and upcoming market requirements. Lastly. The findings support the RBV theory because strategic resources such as raw material sourcing and pricing alongside product design contribute to competitive advantage longevity.

RECOMMENDATIONS

This research generated recommendations based on both conclusions and study findings. These guidelines target solutions needed for individual hypotheses and their research outcomes to help organizations succeed in automotive market struggles along with performance improvement.

- Automotive companies operating in Nigeria should conduct continuous market analysis to determine both rival price strategies and customer cost reactions. The implementation of value-based pricing models which deliver high quality products at value prices allows companies to build market dominance. Companies achieve competitive standing by deploying dynamic pricing methods which let them update prices according to market requirements and production expenses.
- Efficient competitive advantage requires companies to build relationships with local material suppliers through long-term contracts that maintain stable competitive pricing and supply chain innovations for immediate material tracking benefits. Local government support can be cultivated by providing incentives for sourcing materials from the region which would lower costs while improving operational steadiness.
- The development of research and development (R&D) units by automobile companies becomes necessary to promote innovative product designs. Company success requires design experts together with consumer feedback analysis to verify products match market requirements. Contemporary design computer programs along with prototype procedures help businesses avoid fabrication mistakes and streamline their manufacturing methods.

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