VOL. 13 NO. 2,
AUGUST, 2026
E-ISSN 3027-1533
P-ISSN 3026-8648

African Scholar Publications & Research International
www.africanscholarpub.com

Journal of African Innovation & Advanced Studies (JAIAS)

Product Innovation and Marketing Performance of Brewery Firms in South East Nigeria

***Ani, Brain Nwabugwu; **Prof. Maxwell Azugama; & **Uhie, Uzoamaka Josephine PhD**

*Department of Marketing, School of Business and Management Technology, Federal Polytechnic, Nekede, Owerri, Imo State, Nigeria. **Department of Marketing, Faculty of Management Sciences, Imo State University, Owerri, Imo State, Nigeria
Corresponding Author: brain_ani@gmail.com
DOI: https://doi.org/10.70382/ajaias.v13i2.0123

Abstract

This study examined the relationship between product innovation and marketing performance of brewery firms in South East Nigeria**.** Descriptive survey research design was used and questionnaire served as the instrument of data collection. The data collected were presented in tables and analyzed using simple percentage, and mean statistic. Pearson product moment correlation coefficient (at 0.05% level of significance) with the aid of SPSS version 21.0 was used to test the hypotheses. It was discovered that there is significant relationship between improved product size and customer patronage; improved product size significantly relates customer retention; improved product quality significantly affects customer patronage; and there is significant association between improved product quality and customer retention. The study concludes that the achievement of customer patronage, and customer retention in organization is dependent on how an organization innovates its products (through size and quality); hence innovation contributes to improve sales performance. It was recommended that manufacturing firms should periodically improve on product quality so as to enhance patronage and retention of customers. Also, production of various sizes of product should be encouraged to allow customers have the opportunity to make a choice based on their income.

Keywords: product innovation, marketing performance, product size, customer patronage, customer retention, product quality

Introduction

Innovation has been recognized to play an essential role in achieving a better sales performance within an organization. According to Aaker (2021), it represents the nucleus of the renewal processes within any organization. Until an organization changes what its offerings to the

world and the modes of creation and delivery of those offerings, it risks the prospects of declined growth and survival. For that, any organization that seeks to improve its sales performance indicators may always need to emphasize on its business growth strategies in order to achieve its set goals. One of such ways of enhancing sales performance is through product innovation. Product Innovation is an approach focused on improving the entire organizational system which could be product, market, process, and other forms of innovation. Adam (2017), defines product innovation as the process by which an idea or invention is translated into goods or service for which people will pay, or something that results from this process.

To be called a product innovation, an idea must be replicable at an economical cost and must satisfy a specific need. Product innovation involves deliberate application of information, imagination, and initiative in deriving greater or different value from resources, and encompasses all processes by which new ideas are generated and converted into useful products. In business, product innovation often results from the application of a scientific or technical idea in decreasing the gap between the needs or expectations of the customers and the performance of a company's products. Companies with good innovative strategies, always thrive and grow faster than those companies with poor innovation strategy or those with no innovative strategy at all. To use product innovation in achieving sales performance of organization, Ajagu (2018) recommends for emphases on product quality, colour, and product size. Here, quality is the improvement on the content and value of the product. For Obinani (2024), colour of innovative product is important because it is used by companies to differentiate its product from other competitors.

Therefore, colour plays an important role in a potential customer's decision making in the buying process. More so, product size is all about different measurement categorization (Adebisi & Akinruwa, 2019). In product differentiation, firms adopt varying sizes of products to enhance patronage. When business organizations are effectively involved in product innovation, they will achieve the needed performance as it concerns increase sales volume, customer retention, and overall organizational growth. For Ibezim (2021), growth is the focus of all business. It means the extent a firm achieve its business goals. The issue of what business growth represents seems to have attracted the attention of various marketing and indeed business scholars. Firms grow in order to achieve their objectives, including increasing sales, retaining customers, maximizing profits or increasing market share. The goal of innovation is to achieve sustainable business growth. For Ibezim (2021), as firms get involved in product innovation, they attempt sustainable growth and performance. Product innovation therefore provides a lot of challenges to develop and as well sustain dynamic capabilities in market share, customer patronage, customer acquisition, customer retention.

Statement of Problem

The contributions of innovation, especially product innovation to business cannot be neglected. However, some firms still do not experience the indices of growth like increase sales, and customer retention. For that, some people wonder whether innovation has any effect on the company's growth. Still there is no agreement by scholars on the actual benefits of product innovation on performance. In the work of Iwu (2020) on impact of product development and innovation on market share of manufacturing firms in Lagos, the work concluded that engaging in product development and innovation can effectively enhance performance in any organization. This work did not use beverage firms.

In a similar vein, Mousayi and Jahromi (2024) investigated the effect of product innovation on the profitability of private manufacturing companies in Nairobi. The study concluded that product innovation does not have long run positive effects on profitability of private manufacturing companies

in Nairobi. This work did not cover Nigerian environment. As it could be seen in the work of Iwu (2020) and Mousayi and Jahromi (2014), there is no specific agreement on the relationship between product innovation and performance. While Iwu (2020) found a positive relationship between innovation and performance of firms, Mousayi and Jahromi (2024) observed that product innovation does not have long-run positive effects on profitability of firms. This study will reconcile the above finding by focusing on product innovation and marketing performance of brewery firms in South East Nigeria**.**

Objectives of the Study

The major thrust of this study is product innovation and marketing performance of brewery firms in South East Nigeria**.** The specific objectives of this study are to:

1. examine the relationship between improved product size and customer patronage.
2. access the extent to which improved product size relates with customer retention.
3. evaluate the extent to which improved product quality affects customer patronage.
4. investigate the association between improved product quality and customer retention.

Research Questions

In line with the objectives of the study, the following research questions are posed:

1. What is the relationship between improved product size and customer patronage?
2. To what extent does improved product size relates with customer retention?
3. To what extent does improved product quality affects customer patronage?
4. What is the association between improved product quality and customer retention?

Hypotheses Formulation

In other to answer the research questions, the study posed the following set of null hypotheses:

Ho_1: There is no significant relationship between improved product size and customer patronage.

Ho_2: Improved product size does not significantly relate with customer retention.

Ho_3: Improved product quality does not significantly affect customer patronage.

Ho_4: There is no significant association between improved product quality and customer retention.

Product Innovation

There are many ways of explaining product innovation. Let us first understand the meaning of innovation and product. Kimberly and Evanisko (2011) opined that innovation is something newly introduced in organizations. It may include equipment, services, products, policies, processes and projects etc. on the other way round, Njoku (2016) opined that a product is anything that can be offered to a market that might satisfy a want or need. In manufacturing, products are purchased as raw materials and sold as finished goods. In their own view, Howitt and Aghion (2011) maintain that a product is a bundle of physical, chemical and/or intangible attributes that have the potential to satisfy present and potential customer wants. Product innovation therefore, is the creation and subsequent introduction of a good or service that is either new or an improvement on previous goods or services (Azaze & Haji, 2015). Neely (2017) also defined product innovation as the creation of a novel product from new materials (totally new product) or the alteration of existing products in order to enhance customer satisfaction (customized and enhanced version of existing products).

Product innovations are required by firms to cope with competitive pressures, changing tastes and preferences, short product life cycles, technological advancement (or contrarily technological obsolescence), varying demand patterns, and specialized requirements of customers. Product innovations focus on marketplaces and are primarily customer oriented. In manufacturing firms, product

innovation requires that the organization understand customer needs, changes in demographics and using the information gained, devise new ways to be introduced to the markets. Product innovation can be made by brainstorming for new ideas. Product innovation is one of the most important components of competitive advantage to the organization. Crawford (1983) cited in Rosli and Sidek (2018) embraced two distinct activities, the old product development, which involves renewing and enhancing old products; and the development of novel products, which involves a higher level of challenge with respect to innovation. With innovation, the quality of products could be improved upon, which results to the betterment of the performance of an organization and ultimately to its competitive advantage.

Marketing Performance

Marketing performance is concerned with the overall sales increase in an organization in terms of stock turnover, customer base, sales turnover and market share (Molokwu, 2018). Ayodele (2019) argued that the extent to which organizations that directly or indirectly involve in sales achieve their objectives as it concerns number of products sold, number of new customers attracted to the organizational fold and extent of revenue made from such sales determine the level of sales performance in an organization. When the above issues are favourable and they continue to grow for the benefits of the organization and its stakeholders; it means improved sales performance. However, when the reverse is the case, such indicate the inability of the organization to achieve its sales objectives; hence low level of organizational performance. The concept of sales performance is core to businesses because the major objective of businesses is to make profits. 'Sales performance is a multi-dimensional construct the measurement of which varies depending on a variety of factors'.

Resource-Based theory

The resource based theory was developed by Jay B Barney in 1991(Azuka, 2023).The theory thesis posits that businesses attain a competitive advantage and superior performance through the use of unique resources and competencies that are valuable, rare, inimitable, and non-substitutable. In the context of manufacturing firms like Nigerian bottling company, product innovation is regarded as a strategic asset that enhances many performance metrics. The procedure of developing and launching a novel product in the marketplace. The Resource-Based View (RBV) asserts that effective New Product Development (NPD) is accomplished by leveraging a company's internal resources, including technological expertise and research and development (R&D) skills. Organisations exhibiting outstanding performance in New Product Development (NPD) can differentiate their offerings, improve financial outcomes, and capture a larger market share (Ibezim, 2021). Investment in new product development can enhance the financial performance of manufacturing firms by creating unique products that yield increased revenue and profitability (Gault, 2018). The Resource-Based View (RBV) posits that continuous product improvement is essential for maintaining a competitive advantage. Manufacturing firms can augment their operational efficiency and financial performance by minimizing production costs and enhancing product quality through the refinement of existing products (Farooq, Habib & Aslam, 2015). The ongoing enhancement of product offerings results in heightened consumer pleasure and loyalty. The Resource-Based View (RBV) asserts that successful differentiation methods stem from a firm's unique resources and capabilities. Manufacturing firms that successfully differentiate their products can command higher pricing, expand their market presence, and improve their financial performance. Differentiation allows manufacturing firms to identify themselves in the marketplace, attract a broader consumer base, and improve their competitive edge. The Resource-Based View (RBV) underscores that integrating advanced technology into product design can provide a competitive advantage. Manufacturing firms that employ sophisticated technology can enhance their operational

efficiency, elevate product quality, and increase customer happiness. The technological capabilities enable firms to develop innovative products that effectively meet client needs.

Product Quality Control theory

This theory was developed by Gabriel Ben in 1967. The theory states that there are different techniques of quality control namely; statistical method of quality control and non-statistical method of quality control. According to Dikenna (2024) the use of statistical method can often make controlling products and services easier, less expensive and more effective. Some knowledge of qualified employees or outside consultant must be made available. The statistical method of quality control includes acceptance Sampling, Statistical Process Control, and Control Chart. They are:

- **Acceptance sampling:** This involves taking random samples products and measuring them against predetermined standards. The size of sampling affects the discriminating power of sample plan. The smaller the sample size, the greater, the risk of either accepting a defective lot or rejecting a good lot due to sampling errors. A larger sample reduces the risk but increase the cost of inspection (Atongdem & James, 2024).
- **Statistical process control:** Is a statistical approach for assisting operator, supervisors and managers to manage quality and to eliminate special causes of variability in a process. Items produced in a manufacturing process are not totally identical. Although, the variation are sometimes very small and the products may seem to be exactly alike. Careful measurement however, can detect the differences. The use of statistical process makes it possible to establish tolerance limit that allows for inherent variations due to chance. When measurements fall outside these tolerance limits, the quality controller knows that there is a problem and may be caused due to variations in raw materials, machine wear or changes in employee's work practice (Patrick, Bisi, Chibogu & Ebenezer, 2023).
- **Control chart:** This is a statistical method which has to do with graphical records of the quality of particular characteristics. It shows whether or not the process is in a stable state by adding statistically determined control limit to run chart added. Control chart graphically shows the limit for the process being controlled. Under the control chart, there is control limit which conforms whether or not a process is under or out control (Adeola, 2021). Non-statistical method of quality control includes employee involvement and quality circle. Employee involvement means including the employee in every step of the process from product design to final packaging. Quality circle on the other hand is a situation in which a group of between six and twelve employees' volunteers to meet regularly to solve work related problems. The members all from the same work area receive training in group planning, problem solving and statistical quality control. Quality circle's problem-solving emphasizes brainstorming, group discussions and tools such as process capacity studies, inspection, and cost analysis in order to identify aspect of their jobs that create problems. The group makes recommendations to management by identifying expected benefits, cost and implementation of the idea.

Empirical Review

In this section, the researcher espoused some past findings related to the research work.

Dikenna (2024) examined product innovation and performance of MTN services in Umuahia, Abia State. The researcher formulated three research objectives, three research questions and three hypotheses to guide the study. Descriptive survey design was employed and questionnaire was the major instrument of data collection. The data collected were analyzed using simple percentage and chi-square.

The study revealed that product innovation has significant effect on customer patronage, product innovation positively affects profitability and product innovation leads to customer acquisition.

Azuka (2023) researched on products modification problems in Nigeria organizations using Nigerian breweries Aba, Abia State. The population covered 14 management teams. In line with the above, three research objectives, three research questions and three research hypotheses were formulated. The researcher employed descriptive survey research design and both oral and telephone interview served as the instrument of data collection. The data collected were subjected to statistical test using simple percentage and analysis of variance. He discovered that poor marketing recognition, need for advertising funding are the major challenge of innovative strategy.

Patrick, Bisi, Chibogu and Ebenezer (2023) examined the effect of innovation on the patronage of toothpaste among consumers in Ado-Ekiti metropolis, Nigeria. A total of 320 questionnaires were administered to respondents who were customers to eight most popular supermarkets through purposive sampling technique. Pearson-moment correlation analysis was used to determine the relationship between packaging information and patronage of toothpaste. Multiple regression was used to determine the influence of packaging attributes on patronage of toothpaste. The result revealed that among innovation information available on toothpaste products, expiry date, NAFDAC number and nutritional composition had the strongest relationship with patronage. The innovation attributes with highest influence were quantity, quality, and colour.

Adeola (2021) determined the effect of product innovation on Nigerian consumers. The knowledge derived from relevant literature was used to draft out organized questionnaires to be filled by respondents residing in Yola and Jimeta towns, Adamawa State, Nigeria. A total of 270 questionnaires were distributed to respondents but only 222 questionnaires turned out valid. With the information gathered, it underwent analysis with the help of SPSS 21.0 and Microsoft Excel software. On the SPSS package, correlation and significance (2 tailed) were used as statistical tools. It found that product innovation enhances patronage of Nigerian consumers.

Farooq, Habib and Aslam (2015) worked on influence of product innovation on consumer purchase intentions in Punjab, China. Result showed that there is a positive association between the product packaging and customer purchase intention. Methods adopted included descriptive analysis, probability sampling technique and the use of questionnaire to gather information. In addition,

Hussain, Ali, Ibrahim, Noreen and Ahmad (2015) worked on impact of product packaging on consumer perception and purchase intention in Pakistan. The study used 20 staff and 20 design marketing staff, and 200 regular customers in two selected firms. The work used interview method through survey. Data were analyzed using mean and standard deviation. It was revealed that packaging inspired consumer to have good perception and intention.

Ibezim (2021) investigated the effect of product quality on corporate performance in Starline, Abia State. Survey research design was used and interview system served as the instrument of data collection. *The* population of the study is made up of the entire 180 permanent staff of the firm, which also served as sample. The collected data were analyzed using simple percentage and the hypotheses tested using Pearson product coefficient correlation. The findings revealed that product quality, and good price enhance customer satisfaction and customer patronage.

METHODOLOGY

The study adopts the survey design. This method enabled the researcher to obtain information from a sample of people by means of self-report, that is, the people respond to a series of questions posed by the investigator (Anyanwu, 2016).

Population of the Study

The population of this study comprised 160 senior staff in five (5) beverage firms in South-East, Nigeria. The study used the senior staff of the firms because they are the people who introduce or recommends product innovation. The population is presented in table 1 below:

Table 1: Study population.

S/N	Study Organisations	Location	Total Staff population
1	Nigerian Breweries, Enugu State.	Ama, Old Enugu Brewery, Enugu State	35
2	Nigeria brewery, Imo State.	Awo-Omamma, situated in the Oru West Local Government Area.	29
3	International Breweries, Anambra State.	Onitsha Anambra State	44
4	Nigeria Brewery, Aba, Abia State	9 Industrial Road Aba, Abia State	22
5	Golden Guinea Breweries Plc, Abia State	Ogborhill Aba, Abia state	30
	Total		**160**

The researcher adopted census enumeration method so as to study the 160 member staff. In this direction, all the population members are part of the sample.

Instrument for Data Collection

In carrying out this research, questionnaire was employed to gather primary data from the respondents. The questionnaire contained only close ended questions, developed in likert system of strongly agreed has 4 points, agreed has 3 points, disagreed has 2 points and strongly disagreed has 1 point.

Methods of Data Analysis

In this investigation, the data collected were analysed using simple percentage, Bar Chart and mean statistic. Also, the hypotheses were tested through the use of Pearson product moment correlation coefficient (at 0.05% level of significance) aided by SPSS version 21.0

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

It should be noted that out of 160 copies of questionnaire distributed, only 152 were returned and used.

Data Analysis

Research question one: What is the relationship between improved product size and customer patronage?

Table 2: The relationship between improved product size and customer patronage

S/N	Questionnaire Items	SA	A	D	SD	n	∑X	X	Dec.
1	Improved product sizes enhance sales	77	50	15	10	152	498	3.3	Positive
2	When there is size increase, it leads to high sales	55	59	26	12	152	461	3.0	Positive

S/N	Questionnaire Items	SA	A	D	SD	n	∑X	X	Dec.
3	Innovative product sizes leads to effectiveness of firms	101	33	11	7	152	532	3.5	Positive
4	Improved product innovation enhances output maximization of firms	102	29	13	8	152	529	3.5	Positive
5	Organizational expansion could be achieved through improved product sizes	57	89	4	2	152	505	3.3	Positive
	Grand Mean							**3.3**	

Source: Field Survey, 2026

It was discovered in table 2 that all the items were positive. This is because item 1 had a mean of 3.3, item 2 had a mean of 3.0, item 3 had a mean of 3.5, item 4 had a mean of 3.5 and item 5 has a mean 3.3; thus all the items had mean scores more than 2.5. Since all the items had mean scores more than 2.5, it is therefore concluded that there is significant relationship between improved product size and customer patronage.

Research question two: To what extent does improved product size relates with customer retention?
Table 3: The extent improved product size relates with customer retention.

S/N	Questionnaire Items	SA	A	D	SD	n	∑X	X	Dec.
1	Improved product sizes lead to customer retention	79	61	8	4	152	519	3.4	Positive
2	Improved small size leads to retention of low income group	57	59	20	16	152	461	3.0	Positive
3	Improved big size leads to retention of high income group and large families	57	88	2	5	152	501	3.3	Positive
4	Portable and medium size of product enhances retention of middle income and output maximization	68	69	5	10	152	499	3.3	Positive
5	Improved product size increase leads to customer acquisition	102	33	10	7	152	534	3.5	Positive
	Grand mean							**3.3**	

Source: Field Survey, 2026

It was discovered in table 3 that all the items were positive. This is because item 1 had a mean of 3.4, item 2 had a mean of 3.0, item 3 had a mean of 3.3, item 4 had a mean of 3.3 and item 5 had a mean 3.5; hence all the items have mean scores more than 2.5. Since all the items had mean scores more than 2.5 showed that improved product size significantly relate with customer retention.

Research question three: To what extent does improved product quality affects customer patronage?
Table 4: Improved product quality significantly affects customer patronage.

S/N	Questionnaire Items	SA	A	D	SD	n	∑X	X	Dec.
1	Quality innovation contributes to customer patronage	123	15	9	5	152	560	3.7	Positive
2	Sales volume and market expansion could be achieved through product innovation	139	11	2	-	152	593	4.0	Positive
3	Quality modification leads to high sales	89	45	12	6	152	521	3.4	Positive

S/N	Questionnaire Items	SA	A	D	SD	n	∑X	X	Dec.
4	New market development contributes to customer acceptance of the products	72	69	4	7	152	510	3.6	Positive
5	Quality segmentation enhances patronage	104	30	10	8	152	534	3.5	Positive
	Grand mean							**3.6**	

Source: Field Survey, 2026

It was discovered in table 4 that all the items were positive. This is because item 1 had a mean of 3.7, item 2 had a mean of 4.0, item 3 had a mean of 3.4, item 4 had a mean of 3.6 and item 5 had a mean 3.5; hence all the items have mean scores more than 2.5 and above. Since all the items had mean scores more than 2.5, it is therefore concluded that improved product quality significantly affects customer patronage.

Research question four: What is the association between improved product quality and customer retention?

Table 5: The association between improved product quality and customer retention

S/N	Questionnaire Items	SA	A	D	SD	n	∑X	X	Dec.
1	Improved product quality leads to customer retention	57	57	22	16	152	459	3.0	Positive
2	Improved technical design and product innovation significantly enhance firm output maximization	79	49	11	13	152	498	3.3	Positive
3	Quality innovation promotes efficient service delivery	78	55	9	10	152	505	3.3	Positive
4	Quality innovation contributes to customer satisfaction	50	67	21	14	152	457	3.0	Positive
5	Quality innovation leads to customer acquisition and retention	59	66	14	13	152	475	3.1	Positive
	Grand mean							**3.1**	

It was discovered in table 5 that all the items were positive. This is because item 1 had a mean of 3.0, item 2 had a mean of 3.3, item 3 had a mean of 3.3, item 4 had a mean of 3.0 and item 5 had a mean 3.1; thus all the items had mean scores more than 2.5. Since all the items had mean scores more than 2.5 indicated that there is significant association between improved product quality and customer retention.

Testing of Research Hypotheses

Table 6: Concise table result for hypotheses testing.

S/N	Hypotheses	Statistical Tools Applied (Software R studio)	Result
H1	There is significant relationship between improved product size and customer patronage	Pearson Correlation = 0.84 Sig = 0.05 n = 152 Grand Mean = 3.3	**VALID**
H2	Improved product size significantly relate with customer retention	Pearson Correlation = 0.84 Sig = 0.05 n = 152	**VALID**

S/N	Hypotheses	Statistical Tools Applied (Software R studio)	Result
		Grand Mean = 3.3	
H3	Improved product quality significantly affects customer patronage	Pearson Correlation = 0.89 Sig = 0.05 n = 152 Grand Mean = 3.6	**VALID**
H4	There is significant association between improved product quality and customer retention	Pearson Correlation = -.0.81 Sig = 0.05 n = 152 Grand Mean = 3.1	**VALID**

Discussion of Findings

Test of research hypothesis one showed that there is significant relationship between improved product size and customer patronage. For Chukwu and Enudu (2018), family with more number of people will prefer products of big size. For Ibezim (2021), size is considered so that people of different socio-economic group can buy.

Test of hypothesis two showed that improved product size significantly relate with customer retention. According to Ajagu (2018), customers of lower socioeconomic group can be retained when they have the size of products they want. The issue of customer retention is based on the available products in the market (Lifu, 2013).

Test of hypothesis three showed that improved product quality significantly affects customer patronage. In view of Filion (2011), most customers of high income group consider product quality. Poor quality can hinder patronage (Obinani, 2019).

Test of hypothesis four revealed that there is significant association between improved product quality and customer retention. In view of Tran (2018), most customers will not remain with the firm if they perceive poor quality products. Quality assurance could be used to achieve increase customer base and organizational growth (Kamau, 2016).

Conclusion

The achievement of effective product innovation depends on the extent to which firms focus in making difference in the market by introducing unique features in their products. Here, this study concludes that the achievement of customer patronage, and customer retention in organizations is dependent on how an organization innovates its products (through size, quality); hence innovation contributes to improve sales performance.

Recommendations

The following recommendations were made based on the findings of the study:

1 Manufacturers should improve on product quality to enhance customer patronage
2 The product size of firms should be improved on and be priced appropriately to enhance customer retention
3 Firms should improve on product quality to increase market share of the business
4 Product size of firms needs to be enhanced on to retain and improve customer patronage level.

REFERENCES

Aaker, D.A (2021). *Managing brand equity*. New York: The Free Press.

Abdi, A. (2014). *Strategic planning and performance of banks in Kenya: A case of National Bank of Kenya*. Unpublished Thesis, University of Nairobi

Adebisi, S.O and Akinruwa, T.E (2019). Effectiveness of product packaging on customer patronage of Bournvita in Ekiti State. *British Journal of Marketing Studies (BJMS),* 7(2): 1-14.

Adeola, O. (2021). Effect of product packaging on Nigerian consumers' behaviour, *InternationalJournal of Business Management/Entrepreneurship*, 2(1).

Aghion, P. and Howitt, P. (2020). "A model of growth through creative destruction". *Econometrica,* 60, 12-34.

Aghion, P. and Howitt, P. {2002),"A Model of Growth through Creative Destruction",*Econometrica, Vol 60*

Ajagu, J.D (2018). The effect of product quality control on the business performance of manufacturing firms using the Nigerian Bottling Company. *International Journal of Accounting*, 2(1):77-111.

Anyanwu, A. (2013), *"Marketing Management and Strategy"*. Owerri: Avan GlobalPublications.

Atongdem, K. &James, C. (2024).Factors influencing product innovation in the upper east region: a case study of Bolgatanga Municipality, Ghana.*California Management Review*, 4(5), 7.

Azaze, A. & Haji, A. (2015). The impact of strategic and environmental factors on the Malaysian Furniture Industry Export Marketing Performance. Unpublished Master's Thesis, School of Management, Selangor, Universiti Putra Malaysia.

Azuka, G. (2023). Products modification problems in Nigeria organizations using Nigerian breweries Aba, Abia State. *Innovative Research and Social Science Management*, vol. 39(10), 55-73.

Carayannis, E.G (2005). *Measuring Intangibles: Managing intangibles for tangible outcomes in research and innovation*. Unpublished Thesis, The George Washington University.

Chukwu, B.A and Enudu, T.O (2018). The impact of product packaging on consumers' purchasing behavior in Benin Metropolis, Edo State, Nigeria, *International Journal of Economics, Commerce and Management United Kingdom,* 6(1).

Crawford (1983). *Trends in claims handling: Insurance industry update*. Canada: Crawford & Company Inc.

Dikenna, S.C (2024). Product innovation and performance of MTN services in Umuahia, Abia State. *International Journal of Business,* 1(2): 21-35.

Farooq, K., Habib, M.N and Aslam, O. (2015). Influence of product packaging on consumer purchase intentions in Punjab. *International Journal of Management,* 1(2).

Filion, L.J. (2011). Small firm innovation, growth and performance. International Small Business Economics, 23 (2).

Gbadeyan R.A and Adeoti J.O (2005), "Total Quality Management". An MBA Seminar presentation to the Department of Business Administration, University of Illorin.

Hooley, G. (2017). Marketing capabilities and firm performance: a hierarchical model. *Journal of Market-Focused Management*, 4(3), 259-278.

Hussain, A.C, Ali, U., Ibrahim, I.O, Noreen, K.S and Ahmad, I.S (2015). Impact of product packaging on consumer perception and purchase intention in Pakistan. *Journal of Behaviour*, 10, 18-30.

Ibezim, K. (2021). The effect of product quality on corporate performance in Starline, Abia State. *Journal of Product Innovation Management*, 20(2), 130-148.

Ifediba, E. (2019). The empirical analysis of the roles of sales promotion in the marketing of Nigeria Bottling Company Product. *International Journal of Management and Social Science Vol.7., Issue 10: 136-147.*

Iie, N.M (2011). "Small Scale Business Management; An Integrated Approach" 2nd, Edition, Enugu, Bencelia Venture.

Iwu, O.A (2020). Impact of product development and innovation on market share. *International Journal of Management Sciences,*2(2):99-102.

Johne, A. (2009). Successful Market Innovation. European Journal of Innovation Management, 2(1), 6-11.

Juran, J.M. (2000). "Early Scientific Quality Control; A Historical supplement Quality Process" Vol. 30(9) Pg 73-81.

Kamau, C.D (2016). The process of managing organizational innovation at Equity Bank in Kenyan banking industry. *International Journal of General Research Studies*, 2(2): 7-11.

Kimberly, J.R & Evanisko, M.J (2011). Organizational innovation: The influence of individual, organizational, and contextual factors on hospital adoption of technological and administrative innovations. *Academy of Management Journal*, 24(4), 689-713.

Kuratko, D.F., and Hornby, J. (2014). Challenges of implementing entrepreneurial thinking in established organizations. *Advanced Management Journal, 58(1).*

Lifu, F.L (2013). *Product packaging and its effect on consumer buying choice in Calabar*. Unpulished M.Sc. Thesis, University of Calabar, Nigeria.

Loof, H. & Heshmati, A. (2016). On the relationship between innovation and performance: A sensitivity analysis. *Economics of Innovation and New Technology Journal*, 1(5), 317-344.

Marire M.I, Nwankwo B.E and Agbor N.S (2014). The problems of quality control in the manufacturing sector: A study of Nigeria breweries Plc, Enugu: IOSR journal of business and management.

Molokwu, C.N (2018). *Modern office administration and management.* Onitsha: Optimal Press Ltd.

Mousavi, H. and Jahromi, O.I (2024). The relationship between product innovation and consumer buying: comparison of pasteurized 1.5L milk of brands Roozaneh and Mihan; in Shiraz city.*International Journal of Academic Research Follows*, 1(1):121-144.

Neely, A. (2017). The performance measurement revolution: Why now and what next? *International Journal of Operation & Production Management*, 19(2), 205-228.

Njoku, C.C (2016). The effect of product development process and its impact on business performance in Nigeria. *Journal of Educational Sciences*, 1(2):11-24.

Norman, A.P. (2018). *Sales management, 5th Edition.* New Jersey: Prentice Hall.

Obinani, H. (2024). The impact of product quality control on organizational performance using Nigeria Bottling Company as the focal point. *Academy Journal of Management Perspectives*, 24(2), 80-82.

Ognyan, I. (2011). Application and experience of Quality Control, Vol.2 (5) pg 25.28.

Ojinnaka, M.C (2011). Development and Quality Assurance, Vol. 10(6) pg 589-593.

Orga, T.O (2006). The Deming Prize Guide *2010* Union of Japanese Scientists and Engineers.

Ozor, I.O (1998). *Principle and practice of marketing, book 2nd edition*. John Jacob's Classic Publication Limited.

Patrick, C.O; Bisi, K.D; Chibogu, C.J and Ebenezer, K.C (2023). The effect of packaging on the patronage of toothpaste among consumers in Ado-Ekiti metropolis, Nigeria. *African Journal of Education*, 3(1).

Rao, A, Carr, L.P., Dambolena, I., Kopp, R.J., Martin, J., and Rafii, F. (1981). Total Quality Management; Cross Functional Perspective. New York: Wiley.

Rosli, G. and Sidek, B. (2018). The impact of market innovation in Ghana. Journal of social management, 2(1).

Sulek, J. and Hansley, P.C (2004).Customer relationship management (CRM) best practices and customer loyalty: A study of Indian retail banking sector. *European Journal of Social Sciences*, 11(1), 61-85.

Tran, T. (2018) A conceptual model of learning culture and innovation schema. *International Business Journal*, 18(3), 287-299.

Zekiri, J. & Hasani, V.V (2015). The role and impact of the packaging effect on consumer buying behaviour. *ECOFORUM*, 4(1), 232-240.