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EXPANSION STRATEGIES AND BUSINESS SURVIVAL OF SELECTED MANUFACTURING COMPANIES IN UYO, AKWA IBOM STATE, NIGERIA.

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ABSTRACT

This study examined the effect of expansion strategies on business survival of selected manufacturing companies in Uyo, Akwa Ibom State. The study specifically investigated the effect of market expansion and diversification expansion strategies. A survey research design was adopted for the study and data were collected from 205 staff of selected manufacturing companies using a structured questionnaire, out of which 193 were validly completed and returned, representing a response rate of 94%. The instrument was validated using face and content validity through the usage of appropriate questionnaires to the four (4) manufacturing companies in Uyo L.G.A, Akwa Ibom State and adequate coverage of dimension respectively while its reliability was confirmed using the regression analysis, which yielded an index above the acceptable threshold. Data collected were analyzed using descriptive statistics, while regression analysis was employed to test the hypotheses. The findings revealed that expansion strategies have a significant positive effect on business survival. Specifically, market expansion and diversification expansion strategies was found to have a stronger influence on business survival by enhancing revenue opportunities and reducing dependency on a single market. The study concludes that manufacturing firms that adopt effective expansion strategies are better positioned to sustain operations and remain competitive in a dynamic business environment. Based on the findings, the study recommends that manufacturing firms should strategically be expanded with market expansion and diversification expansion strategies.

KEYWORDS: Expansion Strategies; Market Expansion; Diversification Expansion; Business Survival; Manufacturing Companies; Strategic Management; Nigeria.

1. INTRODUCTION

The manufacturing industry plays a significant role in the economic development of both developed and developing countries by creating employment opportunities, increasing in industrial outputs for customers' patronage and contributing to the GDP of a country. However, manufacturing companies strives along with challenges for their business survival. Some of this challenges as I witnessed have brought about the downturns of their business operations and survival creating financial burdens and unreliable business steady growth for survival within and outside Akwa Ibom State and Nigeria at large. Business survival refers to the ability of a firm to continue its operations, remain competitive and achieve long-term survival despite environmental uncertainties. For manufacturing companies, survival is not only dependent on securing a site for localization but also on adopting effective strategies that can enhance growth, market share, profitability and resilience. Business survival is a capacity of organization to continuously aligned its strategies with environmental changes in other to avoid her decline or failure. (Kraus et al, 2022).

One of the key approaches to ensuring survival is adoption of expansion strategies. Expansion strategies are deliberate plans implemented by firms to grow their operations, increase market share, and improve performance. Expansion strategies involves organized effort aim at increasing sales, assets, profits or market share through market penetration, market development, products development or diversification (David, 2020).

In the manufacturing sector these strategies are essential due to the business based nature of the industry and the intense competition among firms. Companies that fails to adapt changes in their business environment may experience stagnation, declining competitiveness and difficulty achieving sustainable growth (Colella & Seran, 2025). Business collapse is a multidimensional phenomenon influence by both internal inefficiencies and external pressures. To mitigate the following, expansions strategies should be at work such as market expansion strategy which involves entering new geographical areas or targeting new customer segment. Manufacturing companies can expand beyond initial locations to access more customers, especially in the region with high population density. This helps firm to define their client base and penetrate to different locality for market share.

Market expansion strategy refers to the strategic effort of a firm to extend its existing products or services into new markets, geographical areas, or customers segments in order to increase sales, market share and business growth (Rifki & Kirana, 2024). This helps firm's gain control of market share and penetration. Another important strategy is diversification expansion. According to Hitt & Hoskisson (2021), diversification expansion strategy involves a firm entering new market area beyond its existing and is a strategy used by firm to reduce dependence on single market or product and improved long term performance and survival. The company venture into new but related or unrelated business areas. For instance, Dangote group diversified from cement manufacturing and acquired its own transport and logistics fleets to distribute it finished goods to market. Diversification reduces risk by spreading investments across different sectors and provides alternative sources of income.

Diversification strategy significantly influence organizational performance in Nigeria business context (Fakunle & Aserere, 2024). Digital platforms are also media for product and service diversification which help reduce transactional cost, and improved capacity for patronage and exposing the manufacturing products to the world. According to Aydemir & Alper (2024), manufacturing companies increasingly pursue international expansion to access new customers, diversify revenue streams, strengthen competitiveness and achieve sustain able growth in the global market place

1.2. Statement of the Problem

The manufacturing sector plays a vital role in economic growth through production of goods and services employment generation, adding value to the GDP of the economy and creation of wealth. However, many manufacturing companies on Uyo, Akwa Ibom State continue to experienced limited market reach to different geographical regions, lack of diversification to meet new customers' segmented demand, poor financial strength for the regular turn over, local production methods and poor supply chains mandate. These challenges have adversely affected their ability to survive remain competitive and achieve a sustainable growth.

To address these challenges, many manufacturing companies adopt various expansion strategies such as market expansion, diversification expansion. These strategies are intended to increase market share, improve operational efficiency, enhance innovation and strengthen long term business survival. Despite these efforts several manufacturing firms still experience declining profitability, poor market share and in some case business failure. If the problem persists without the application of expansion strategies, this may result in loss of market share, layoffs, declining profitability and eventually the business closure. Therefore, the study

seeks to investigate the relationship between expansion strategies and business survival among selected manufacturing companies in Uyo, Akwa Ibom State, with the aim of providing evidence based recommendations for managers/policy makers, existing business firms, small and medium-sized enterprises, new employment for job seekers and economic development.

1.3. Objectives of the Study

The main objective of the study was to examine the relationship between expansion strategies and business survival of four selected manufacturing companies in Uyo, Akwa Ibom State, Nigeria.

However the specific objectives were to:

1. Assess the relationship between market expansion strategy and business survival of four selected manufacturing companies in Uyo, Akwa Ibom State, Nigeria.
2. Examine the relationship between diversification expansion strategy and business survival of four selected manufacturing companies in Uyo, Akwa Ibom State, Nigeria.

1.4 Research Questions:

The following research questions guided the study.

1. What is the relationship between market expansion strategy and business survival of four selected manufacturing companies in uyo, akwa ibom state, nigeria?
2. What is the relationship between diversification expansion strategy and business survival of four selected manufacturing companies in uyo, akwa ibom state, nigeria?

1.5 Research Hypothesis

The following null hypotheses were formulated for this study:

Ho_1: There is no significance relationship between market expansion strategy and the survival of four selected manufacturing companies in Uyo, Akwa Ibom State, Nigeria.

Ho_2: There is no significance relationship between diversification expansion strategy and business survival of four selected manufacturing companies in Uyo, Akwa Ibom State, Nigiria.

3. REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

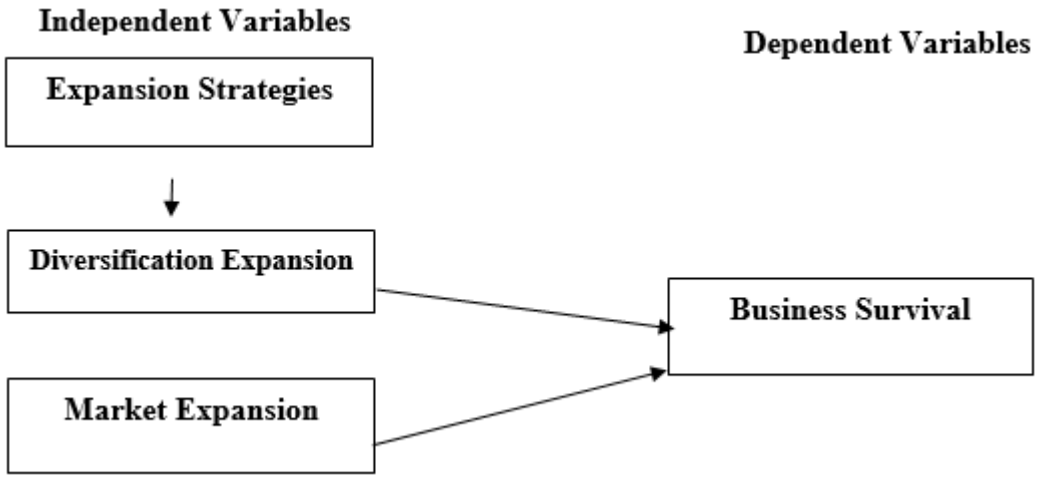


Figure 1. Model of Expansion Strategies and Business Survival.

Source: Researcher's Conceptualization (2026)

2.1.1 Expansion Strategies

Expansion strategy is a plan and action adopted by organization to increase its market size this involves the application of strategies to solve organizational business challenges in the area of profit maximization and business survival. Over years many reputable manufacturing companies traditionally have been depending on its traditional way of business operation and executions. More often poses a threat to the organization in the area of limited market reach. Therefore expansion strategy is essential as a growth mechanism to be used for accessing new opportunities and enhance resilience in a dynamic business environment.

Expansion strategy can be broadly defined as the process through which firms grow by increasing market commitments, developing internal capabilities and expanding business operations in new environments to sustain organizational growth and competitiveness (Liesch & Welch. 2024). According to Adner & Levinthal (2024) firms expand successfully when the aligned innovation, collaboration and market positioning within broader business ecosystem. Both definitions highlights crucial aspects of expansion strategies, the emphasis is market commitment and the need for survival. Market expansion is a growth strategy in which a business seeks to increase its sales, customer base, or market share by entering new markets, targeting new customer segment or extending operations into new geographical areas and enable firms to improve profitability and business survival. This will delineate the traditional depending in government as a source, making the manufacturing companies to resilience to getting its contracts and execute to completion because of more streams of income.

Expansion strategies encompasses several key components. Works as innovators that develop solutions to address business challenges.

According to Saxena *et al.,* (2024), innovation is the process through which organizations transform creative ideas into practical solutions that enhance sustainability, efficiency and long term growth. This innovation may be technological, procedural or even organizational in nature. Furthermore, the primary goal of expansion strategy is to achieve business growth, increase market share and ensure long-term organizational survival (Onwe et al, 2025). Knowing quite well that financial sustainability is a critical component of expansion strategies. According to Gbolagade et al (2020). Survival allows business organization to become self-sufficient, reducing their dependence in external funding sources. They must strategize in different ways to maintain and achieve their goals. The mission of expansion strategies is to enable an organization to achieve sustainable growth by increasing its market presence, expanding, its products or services, entering new markets, improving its competitive position and creating long term value for stakeholders. Expansion strategies also help organizations adapt to changes in the business environment and strengthen their ability to survive and remain competitive. (Hill et al, 2020 & Grant, 2022).

2.1.2 Dimensions of Expansion Strategies

Expansion strategies in the field of business are critical for the business growth by enabling organizations to increase their market presence, improve competiveness and ensure long-term survival. In today's dynamic business environment firms adopt different dimensions of expansion strategies to enhance profitability, operational efficiency, customer base and market share. These dimensions represent the various approaches organization use to grow beyond their current level of operation either through internal development or eternal opportunities. Expansion strategies are particularly important in industries such as manufacturing where competition and environmental changes constantly influence organizational performance (Handoyo et al, 2023s).

1. Market Expansion

Market expansion refers to business growth strategies in which an organization increases its market reach by entering new geographical areas, targeting new customer segments or introducing existing products into new markets to increase sales, profitability and market share. Expanding into new markets helps the organization remain competitive and survive in saturated or highly competitive industries. Market expansion strategies enable business to

exploit opportunities in emerging economics, improve competitiveness and enhance organizational growth (Daraojimba et al, 2023).

Key Aspects of Market Expansion

- **Market Research and Analysis:** This is the systematic gathering, recording, analyzing and interpreting of data relevant to the solution of problem relating to goods and services. The market research is necessary because its will help to identify the causes of business failure and proffer solution for sustainability. Specific market have their unique challenges. Market research and analysis enable firms to identify customer needs, understand market opportunities, assess competitors, and make informed marketing decisions (Kotler et al, 2022).
- **Product and Service Adaptation:** The concept of a good product is, it will always sell itself, the manufacturer takes into consideration the needs of the customers during product design and services. Product is controllable variables which firm using to attract customers. Service is people oriented activities with intangible characteristics. Product and service adaptation enables firms to respond to changing customer needs by modifying their product offerings and service models thereby supporting competitiveness and sustainable business development. (Koers et al, 2024).
- **Risk Management:** Risks may be defined as the possibility of being expose to losses of property, life etc. So firm must identify risk associated to market expansion, competitors, resources availability which can be forecasted as the danger for market expansion in a particular location. They risk management is necessary to maintained by venturing into business with little or no competitor and maintaining optimum resources availability. Effective enterprise risk management, integration strengthen from resilience and helps organization s maintain performance under volatile business conditions (Jidda et al., 2025).

2. Diversification Expansion:

Diversification expansion is a business growth strategy in which a company expands into new products, services or markets that are different from its current operations in order to increase revenue, reduce risk and improve long term survival. Diversification can positively affect firm performance when firms develop a coherent set of products and capabilities (Gamber et al (2022).

Key Aspects of Diversification Expansion

- **Product Diversification**: The expansion of business through another product is product diversification. The customers needs in changing environment such as Nigeria needs to diversify in terms of other products. This is done to provide other products to benefit the population which can leads to business survival. This entails the company venturing into new products by means of related diversification or unrelated diversification or unrelated diversification. Product diversification is an important growth strategy through which firms expand their product offerings and reduce dependence on a single product or revenue streams potentially supporting long term performance (Yildiz, et al, 2023).
- **Market Diversification:** The segment or market for business transaction is quite enormous for manufacturers to penetrate with their products. Many countries sees Nigeria as a market for introducing their products' Likewise here in our locality, many market places are untapped or unpenetrated locality for manufacturers to penetrate with enormous return in investment thereby boasting business expansion and survival. Market competition places pressure on firms to diversify their asset portfolios and income sources, thereby reducing reliance on a single revenue stream and strengthening their ability to respond to competitive pressures (Huynh, 2024).
- **Risk Reduction and Portfolio Balance: The need for diversification** is to reduce risk in a particular business. So one of the key dimension of diversification expansion is the ability to reduce risk and maintain balance portfolio or streams of income.. Firms are best understood as portfolios of business units that require strategic balancing to manage corporate risk and improve portfolio performance (Shao et al, 2020).

2.1.3. Business Survival

Business survival refers to organization ability to continue operating and adapt to changing environmental conditions maintain performance and achieve sustainable growth overtime (Bachtiar et al; 2023). On today's rapidly evolving world, where organization face mounting pressure from various stakeholders-customers, employees, government and society at large-survival has become essential strategy for long-term success. The concept extends beyond mere financial performance, encompassing a holistic approach that integrates profit ability with ethical, social and ecological responsibilities. Organizational Survival can be broadly defined as the capability of an organization to endure and thrive by effectively managing its economic, social, and environmental impact. According to Bansal and Desjardine (2014),

organizational survival is the capacity of firms to respond to changing societal expectations and emerging business challenges, while also maintaining financial viability.

This definition highlights the dual focus of survival on both internal (economic) and external (social and environmental) factors. Survival organizations aim to align their business goals with broader societal goals, ensuring that their operations do not deplete the natural resources they rely on or contribute negatively to social welfare. A strategic approach to business is thus required for business survival and organizations proactively manage their resource consumption, reduce waste, and foster positive relationships even with stakeholders which can lead to organizational sustainability (GÒes et al, 2023). Organizational survival is critical for several reasons. Firstly, it enables organizations to remain competitive in global marketplace where consumers, investors and regulators increasingly demand responsible business practices. Secondly, sustainable organizations are better equipped to manage risks and adapt to changing economic, social and environmental conditions. Thirdly, organizations that prioritize sustainability often experience long term viability by integrating sustainability into business operations and strategic decision (Dhanda & Shrotryia 2021). This will enhance financial performance and enhancing efficiency.

2.1.4 Dimension of Business Survival

Business survival is a multi-dimensional concept that encompasses the different sectors of business achievement with major objectives of long term survival. It refers to the ability of a business or organization to continue operating successfully overtime despite challenges such as competition economic changes, technological disruption and financial pressures. It is view as the ability of firms to withstand risks and uncertainties while maintaining operational continuity and profitability (Vial, 2021). In today's business is no more option but necessity for organization seeking to balance profitability with long term business survival. This concept is often explored through five key dimensions: Financial survival, market positioning, strategic planning and long term vision, human capital and organizational capability, innovation and adaptability.

1. Financial Survival

Financial survival refers to having enough financial resources to continue operating or living without collapsing or going bankrupt. Also, the ability to withstand financial shocks which is strongly linked to budgeting, savings behaviour and financial literacy and ability to meet short term and long term obligations. According to Aswath Damoderan, (2021) financial

stability is a critical determinant of a firm long term survival as it ensures continuous operations and growth.

Key Aspect of Financial Survival

- **Liquidity Management:** Every Organization needs financial stability to address the short falls and maintain survival. Therefore it is expected organization has convertible assets to meet its short term obligations. Effective liquidity management enhances organizational survival and financial stability by ensuring that firms maintain sufficient cash flow to meet operational obligations and reduce the likelihood of business failure (Akande, 2019).
- **Profitability**: Every organization is expected to generate interest from its sales or investment over a given period of time. In business, profit is total revenue minus total cost. Effective profitability management can enhances organizational stability, operational continuity by providing firms with the financial resources required to sustain operations and support long term survival (Edem et al, 2022).

2.1.5. Expansion Strategies and Business Survival

In recent years expansion strategies and business survival have play a significant role particularly in the organizations with recent pressing global challenges such as economic downturn, cost or living, high cost of materials and economic instability. Expansion strategies are important for business survival because they enable firms to broaden their operations, respond to changing market conditions strengthen other competitive position and sustain long term business activities. Business continuity and sustainability are also influenced by effective management practices that support the long term survival of firms (Monyei et al, 2021). There is a clear and direct link between expansion strategies and business survival. Expansion strategies, by its nature aim to increase the size, market reach, profitability and long term sustainability in an organization. This will also improve sales or business performance. Expansion strategies enable firms to strengthen their presence with existing markets while also exploring untapped opportunities for future growth (Vaz, 2021).

One of the defining characteristics of expansion strategies is its focus on market expansion because, it enables forms to enter new geographical location, attract new customer segments, increase sales and strengthen long term survival. Through market expansion business reduce overdependence on a single market and improve ability to survive economic pressures. Empirical searches by a researcher Adam Garba, (2023) on medium enterprises in North Central Nigeria found that market development strategies had a positive and statistically

significant effect on firm performance demonstrating that market expansion enhances organizational growth and survival. Alteren,(2023) noted that multinational companies expanding into emerging market achieved long term survival through adaptive marketing strategies tailored to local customer's needs and market condition and the findings showed that business operating multiple product lines achieve better financial stability and long term business survival.

Another critical dimension linking expansion strategies to business survival is Merger and Acquisition: Merger and Acquisition strategies are closely linked to business survival because business can combine resources, technologies, management capabilities and distribution networks thereby improving operational efficiency and long term survival. A study by Li, (2024) found that technology merges and acquisitions significantly improved sustainable competitiveness and long term organizational performance through resource integration and strategic market expansion.

2.2. Theoretical Framework

2.2.1. Ansoff Matrix Theory by Igor H. Ansoff (1957)

Ansoff Matrix Theory, introduce by Igor H. Ansoff in year 1957 is a growth and Expansion Strategy Theories this is also called the product market growth matrix. He was a mathematician, economist and management scholar. The Ansoff Matrix Theory is a strategy management theory that focuses on an evaluating growth options based in new existing products and markets. His major goal was to offer a simple, visual framework for identifying opportunities and assessing risk. Unlike traditional theories that emphasizes static resource and competitive advantage. The Ansoff Matrix Theory highlights how to evaluate strategic growth options, assessing the relative risk between strategies and guide to decision making in product/market expansion.

Core Concepts

1. Market Penetration: This refers to existing products entering existing market. This can work only by attracting competitors, customers and also increasing usage among customers both current and potentials. Running of promotions will be helped and effective distribution and price reduction. This will increase market share with the current products in the existing market.

2. Market Development: This refers to existing products in the new markets. It's the new market can be refers to new geographical regions, new demographic group or new distribution channel such as online sales.

3. Product Development: This refers to new products in existing markets the goal is developing new products for current customers. The following approach is obtainable innovate or improve products, launch complementary items and using R& D to create new offering.

4. Diversification: This is the emergence of new products into new market. The types of diversification includes related diversification which is new products related to existing business and unrelated diversification whereby entirely new categories of products that relevant to existing. Also there could experience risk of both product and market are new.

Application to Expansion Strategies and Business Survival

In the context of expansion strategies, Ansoff Matrix provides a framework for understanding how expansion strategies can achieve and sustain their impact. Expansion strategies operates in business environment which is characterized by challenges and Ansoff Matrix is essential for their business success. Here is how the theory applies:

1. Strategic Planning and Growth: business use the Ansoff Matrix to identify suitable growth strategies according to their goals, resources, and market condition, this is done by deciding whether to grow through existing products or markets or expand into new ones. Guide long term planning and resource allocation.

2. Risk Assessment: Ansoff Matrix help to identify different risk level involved in expansion strategies or business growth. The risk levels among the following core concept Ansoff Matrix are market penetration with low risk, market development low risk, product development low risk and diversification with highest risk. The application can be evaluated by the companies with the choice of which core concept to embark upon.

2.3. Empirical Review

Akpan (2026) examined how entrepreneurial innovations was taken into consideration among 342 SMEs in Uyo, Akwa Ibom State, analyzed with the multiple regressions analysis. The study shows that entrepreneurial innovations among the SMEs in Uyo, Akwa Ibom State shew a positive effect to the business growth among the SMEs.

Uko (2026) examined diversification and business survival among few food outlets in Akwa Ibom State, Nigeria. The analysis used multi-staged sampling among 248 respondents using

descriptive and binary logistics regression. The result shows that diversification strategy positively influenced food business and its survival.

Tarekegn (2025) explored the impact of pathway to wining by optimizing SMEs performance and business survival of construction industry in Ethiopia. The study adapted quantitative longitudinal research design using panel data analysis. Through tailored success factors. The data was using SMEs construction firms in Ethiopia through ordered logit model-data covered 2011-2022. Findings indicated that growth and survival is influenced by strategic planning of SMEs. Organization performance has been the most important consideration for every organization, be it profit or non-profit organization (Uforo, Malachi, and Don, 2022). The essence is to maximize profit by capturing consumer surplus, but the difficulty is in comprehending customer preferences and willingness to pay (Bassey, Ekanem & Edem, 2025). The word performance is derived from job performance or actual performance, which refers to an individual's actual accomplishment at work (Ekanem et al. 2026).

Zainon (2025) examined the impact of diversification expansion strategies of Malaysia construction firms in time of crisis. Data was collected using questionnaire of 450 registered construction firms and survey research design was employed with the use of descriptive statistics; mean and relative importance index (RII). The study found that expansion strategy using diversification shows higher resilience during economic shocks.

Schiersch (2024). The impact of geographically diversified manufacturing firms and business survival in Germany. The data was from 3,888 manufacturing firms in Germany. Qualitative review research design was used. The analysis was done using Econometric Panel Analysis and the Findings indicated that diversification improves business survival.

3. METHODOLOGY

3.1. Research Design

The study adopted a survey research design to examine the effect of expansion strategies and business survival of four (4) selected manufacturing companies in Uyo. Akwa Ibom State. This design was considered appropriate because it enables the collection of quantitative data from a defined population in order to establish relationship between variables. The study was conducted in Uyo, Akwa Ibom State, Nigeria. Focusing specifically on four (4) selected manufacturing companies namely: Pristol Product, Ewet Housing Estate, Uyo, Immpal Nigeria Limited, Barracks Road, Uyo, Araghun Products, Itiam Street off Aka Road, Uyo and Pacreams, Nsikak Eduok Avenue, Uyo..

3.2. Population of the Study

The population of the study comprises 205 administrative, managerial and operational staff of the four (4) selected manufacturing companies in Uyo, Akwa Ibom State, Nigeria. The information on the total number of 205 staff was obtained from the Human Resources (HR) Departments of the four (4) selected companies. Since the population was manageable, all 205 staff were considered for the study using the census sampling technique.

	Manufacturing Companies	**No. of Respondents**	**Percentage (%)**
1.	Pristol Product, Ewet Housing Estate, Uyo, Akwa Ibom State	50	24.4
2.	Immpal Nigeria Limited Uyo, Akwa Ibom State.	52	25.4
3.	Araghun Paint, Itiam Street off Aka Road, Uyo, Akwa Ibom State	54	26.3
4.	Pacreams, Nsikak Eduok Avenue, Uyo, Akwa Ibom State	49	23.9
	Total	205	100

Source: From Human Resources of the companies (2026)

3.3. Sample Size and Sampling Techniques

The population of the study comprised all administrative staff of the four selected manufacturing companies. From this population, a sample size of 205 respondents was selected using the census approach due to the manageable size of population thereby ensuring adequate representation and eliminating sampling bias out of the 205 questionnaire administered.

3.4. Instrument for Data Collection

The instrument used for data collection was a structured questionnaire defined by the researcher. The questionnaire was based on 5-point likert scale ranging from strongly disagree (1) to agree (5). The questionnaire covers items in Market Expansion and Diversification Expansion strategy and Business Survival.

3.5. Validity of the Instruments

The instrument was subjected to face and content validity by expert in research methodology and business management to ensure clarity, relevance and appropriateness of the items in relation to the study objectives.

3.6. Reliability of the Instrument

The reliability of the instrument was tested using regression analysis method to determine the internal consistency of the questionnaire which yielded the an overall reliability threshold of $\alpha = 0.05$

3.7. Test of Validity/Result

The test validity and content validity of the research instrument was determined after thorough evaluation by the supervisor of this project and other experts in the field of management. Their suggestion and recommendations for improvement would be used to review and improve on the research instrument, by so doing; the validity of the instrument was assured. The Expansion strategies and business survival of four (4) manufacturing companies was subjected to face and content validity by four experts in business administration and business strategist. The experts examined the reference, clarity and coverage of the dimension based on their recommendation. The instrument used was recommendable to achieving the main objectives of the study. The result is shown through the questionnaire given to the respondents.

3.8. Model Specification

The model used was premised on the main objective and anchored on the sub-objectives. The following statistical model was developed to analyze the effect of Expansion strategy and business survival of manufacturing companies in Uyo Akwa Ibom State using Market and Diversification, expansion strategies as explanatory variables to see how it influences business survival of four (4) selected manufacturing companies in Uyo, Akwa Ibom State. The relationship between the variables can be expressed as

$r = f(MES, DES,)$

Where r = Regression Analysis measuring the relationship between expansion strategy and business survival of (4) selected manufacturing companies in Uyo, Akwa Ibom State.

MES = Market Expansion strategy

DES = diversification Expansion strategy

Using Regression Analysis:

Y =a + bx+ E

Where Y = Dependable Variable – Business Survival

X = Independent Variable – Expansion strategies

a = Intercept or Constant

b = Regression Coefficient (slope)

E = Error term

REGRESSION ANALYSIS:

The regression analysis model is given by the equation Y = a + bx

Where a = $\acute{y}$ - b$\dot{x}$

- a = $\frac{\sum y - b\sum x}{n}$
- b = $\frac{n\sum xy - (\sum x)(\sum y)}{n\sum x^2 - (\sum x)^2}$

3.9. Method of Data Analysis

Descriptive statistics and inferential analytical tools were used while analyzing the generated data. Tables, frequencies, and percentage analysis comprised the descriptive tools that were used in analyzing data relating to demographic information of respondents. According to null hypothesis that was formulated for this study was analyzed using Regression analysis. The use of Regression analysis was informed on the basis that researchers analyzed the relationship between expansion strategies and business survival of four (4) selected manufacturing companies in Uyo, Akwa Ibom State. Both method of data analysis, descriptive and inferential statistics were analyzed with the aid of Statistical Package for Social Science (SPSS) version 23.

4. ANALYSIS AND FINDINGS

4.1. Data Presentation

The data collected were strictly on the key variables of the study known as Market Expansion and Diversification Expansion strategy, the computed data for the regression analysis were based on the opinion of the respondent's collected using questionnaire. The dependent

variable of the study was business survival (BS) while independent variables are represented by MES and DES.

The analyses of the data collected were as follows;

Table 4.1 Distribution of Questionnaire Response Rate.

Categories	Frequency	Percentage
Copies of questionnaire not returned	12	8
Copies of questionnaire filed and returned	193	92
Copies of questionnaire filed and administered	205	100

Source: Researchers field survey (2026)

Form table 4.1. It was observed that two hundred and five (205) questionnaires were issued to respondents and only one hundred and ninety three copies represent 94% of the total questionnaire issued were returned.

4.2. Data Analysis

This section discusses the frequency of respondent response to each of the questions classified according to the research variables together with their specific percentage.

4.2.1. Analysis of Responses on Market Expansion Strategy

Items	SA	A	U	SD	D	Total
Our company actively seeks new geographical markets for business.	56 56%	40 40%	4 4%	0 0%	0 0%	100 100%
Expansion into new location has increased our business opportunities	60 60%	32 32%	6 6%	0 0.0%	2 2%	100 100%
The company regularly explores new customer segment	52 52%	40 40%	2 2%	0 0.0%	2 2%	100 100%
Market expansion has significantly improved the company's revenue base	52 52%	36 36%	10 10%	4 4%	0 0%	100 100%

Source: Field Survey (2026)

4.2.1b. Regression Analysis of Respondents on Market Expansion Strategy

Questionnaires	X	Y	XY	X^2
A	5	56	280	25
	4	40	160	16
	3	4	12	9
	2	0	0	4
	1	0	0	1
B	5	60	300	25
	4	32	128	16
	3	6	18	9
	2	0	0	4
	1	2	2	1

C	5	52	260	25
	4	40	160	16
	3	2	6	9
	2	0	0	4
	1	2	2	0
D	5	52	260	25
	4	36	144	16
	3	10	30	9
	2	4	8	4
	1	0	0	1
TOTAL	**60**	**398**	**1770**	**220**

A = Our company actively seek new geographical Market for business.

B = Expansion into new location has increase our business opportunity.

C = The company regulate explores new customer segment.

D = Market expansion has significantly improved the company's revenue base.

Table 4.2.1 showed the responses on market expansion strategy. The first respondent state that 56 respondents portraying 56% strongly agreed that our company actively seeks new geographical market for business. Also 40 respondents portraying 40% agreed, 4 respondents portraying 4% were undecided while 0 respondent portraying 0% disagreed and 0 respondent portraying 0% were strongly disagreed.

The respond to the second question show that 60 respondents portraying 60% strongly agreed that Expansion into new location has increase our business opportunities, 32 respondents portraying 32% agreed; 6 respondent portraying 6% were undecided, 0 respondent portraying 0% were disagreed and 2 respondent portraying 2% were strongly disagreed.

The respond to the third question show that 52 respondent portraying 52% strongly agreed that the company regularly explores new customer's segment, 40 respondents portraying 40% agreed, 2 respondents portraying 2% were undecided, 0 respondent portraying 0% disagreed and 2 respondent portraying 2% were strongly disagreed.

The respond to the fourth question show that 52 respondents portraying 52% were strongly agreed that market expansion are significantly improved the company's revenue base, 36 respondents portraying 36% agreed, 10 respondents portraying 10% undecided, 4 respondents portraying 4% were disagreed and 0 respondent portraying 0% strongly disagreed.

4.3 Test of Hypothesis

This section of the study test and interpret the null hypothesis that were formulated in chapter one of this study, the data used for the analyses were the ones presented in previous tables. Altogether, the five hypothesis analyzed in this section of the study were done using Regression analysis.

4.3.1 Hypothesis: One

H_{01}: There is no significant relationship between market expansion strategy and business survival of four (4) selected manufacturing companies in Uyo, Akwa Ibom State, Nigeria.

Table 4.3.1: Regression Analysis for Market Expansion Strategy and Business survival of four (4) Manufacturing Companies.

Statistics	Result
Sample Size	20
Regression slope (b)	19.9
Standard Error of Slope	1.5043
t- statistics	13.230
Degree of Freedom	18
p-value (two tailed)	0.000000074
Significant level	0.005

Source: Researcher's Computation (2026)

From table 4.3.1, It was observed that the relationship between Market expansion strategy and business survival of manufacturing companies in Uyo Akwa Ibom State was significant. The p value computed showed that the relationship between the two variables was significant. The null hypothesis which states that there is no significant relationship between market expansion strategy and business survival of manufacturing companies in Uyo Akwa Ibom States was rejected and the alternative hypothesis which states that there is a significant relationship between Market expansion strategy and business survival of manufacturing companies in Uyo, Akwa Ibom State was accepted as p-value computed was less than 5% level of significance. Therefore since $P < 0.05$, the null hypothesis (H_{01}) is rejected while the alternate hypothesis is accepted meaning that market expansion strategy shows are significant positive relationship.

4.3.2. Hypothesis Two

H_{02}: There is no significant relationship between diversification expansion strategy and business survival of four (4) selected manufacturing companies in Uyo, Akwa Ibom State, Nigeria.

Table 4.3.2: Regression Analysis for diversification Expansion Strategy and Business survival of four (4) Manufacturing Companies

Statistics	Result
Sample Size	20
Regression slope (b)	14.30
Standard Error of Slope	1.76
t- statistics	8.120
Degree of Freedom	18
p-value (two tailed)	0.000000198
Significant level	0.005

Source: Researcher's Computation (2026)

From table 4.3.2, It was observed that the relationship between diversification expansion strategy and business survival of manufacturing companies in Uyo Akwa Ibom State was significant. The p value computed showed that the relationship between the two variables was significant. The null hypothesis which states that there is no significant relationship between diversification expansion strategy and business survival of manufacturing companies in Uyo Akwa Ibom States was rejected and the alternative hypothesis which states that there is a significant relationship between diversification expansion strategy and business survival of manufacturing companies in Uyo, Akwa Ibom State was accepted as p-value computed was less than 5% level of significance. Therefore since $P < 0.05$, the null hypothesis (H_{02}) is rejected while the alternate hypothesis is accepted meaning that diversification expansion strategy shows are significant positive relationship. Akpan (2023) examined the practices as a key cause of high labour turnover in Nigerian breweries, contributing to organizational instability. Using Generalized Linear Models (GLM), labour turnover was modelled against recruitment ethics. Results show a significant positive relationship ($p < 0.005$), confirming unethical recruitment as a strong predictor of turnover and performance risk. Compared with studies emphasizing policy, finance, or technology, this work pinpointed human resource governance as a dominant internal factor.

4.4. DISCUSSION OF THE FINDINGS

The main objective of this study was to examine the influence of expansion strategies on business survival of selected manufacturing companies in Uyo, Akwa Ibom State. The independent variables expansion strategies, was decomposed into two key dimensions which are market expansion and diversification expansion, while the dependent variable was business survival drawing from the study objectives, it was hypothesized that expansion strategies (market expansion and diversification expansion strategies) have a significant influence on business survival of selected manufacturing companies. The pattern of results obtained from the analysis of regression supports the general proposition that expansion strategies have a positive and significant influence on business survival. Specifically, the two dimensions of expansion strategies examined in this study showed positive and significant effects on the survival of the four (4) selected manufacturing companies.

Consistent with existing strategic management literature and empirical findings of Gupta (2023) and Uko (2026), this study suggests that firms that expand their market scope are better positioned to sustain operations and withstand environmental uncertainties. The significant positive relationship between market expansion and business survival implies that extending operations into new geographic areas and customer segments enhances revenue stability. Reduces dependence on a single market, and improves firms' ability to cope with fluctuations in demand. Similarly, the finding on diversification aligns with the assertions of Nguyen (2023) and Zainon (2025) who maintained that diversification improves organizational resilience by creating multiple streams of income and reducing operational risks. Although diversification exhibited a relatively lower coefficient compared to market expansion, it still demonstrated a significant positive effect on business survival.

This finding supports the view that expanding into related or complementary services enables firms to optimize resources, improve operational flexibility, and maintain continuity even in periods of market instability

5 CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Based on the findings of the study, the study further concludes that market expansion strategy and diversification expansion strategy, contribute positively to business survival by enabling business organizations access new markets, broaden their sources of revenue, improve operational efficiency, acquire valuable resources and capabilities, reduce single market business risks and strengthen their competitive advantages.

5.2 RECOMMENDATION

Based on the findings of this study, the following recommendations are proposed to enhance business survival of four (4) selected manufacturing companies in Uyo, Akwa Ibom State, Nigeria, through effective expansion strategies, such as:

1. Manufacturing companies should strengthen their market expansion strategies through exploring into new market within and outside Akwa Ibom State. This will help to improve customer's base, market share and sales revenue, thus, having ability to survive.
2. Manufacturing companies should diversify with related or unrelated product and services for a better income generation which will reduce business risk and enhance the supply chain of the organization for the business survival.

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