



EFFECT OF SUSTAINABLE SUPPLY CHAIN MANAGEMENT IN MARKETING COOPERATIVE THROUGH DIGITAL SOLUTIONS IN ANAMBRA STATE, NIGERIA

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Abstract

This study empirically examine the effect of sustainable supply chain management in marketing cooperative through digital solutions in Anambra State, Nigeria. The specific objectives were; to examine the effect of planning and sourcing in marketing cooperative through digitalization in Anambra State, to evaluate the relationship between manufacturing, delivery and returns in marketing cooperatives through digitalization in Anambra state. The study is anchored on collective action theory. The study adopted descriptive survey research design in order to obtain relevant and adequate information from respondents. The population for the study was 121,065 members. The sample size of 348 was determined using Taro Yamani formula. The simple random sampling technique was adopted in questionnaire distribution. The data collected was analyzed using simple descriptive statistics such as frequencies, percentages and averages. Inferential statistics used was multiple regression analysis. Also tabular analysis was extensively employed to present data and make comparisons of data. The result of the study showed that sustainable supply chain management phases and marketing challenges are drivers of digitalization success; and also operational task innovation has been a challenge among the marketing cooperative societies. The study therefore concludes that the management in marketing cooperatives should have technical prowess and commitment in order to foster positive changes within the global supply chain land scope and local communities in Anambra State. The study recommended that management committees' in cooperatives should strive for larger performance in terms of operational efficiency and innovation in other to achieve the set objectives.

Keywords: Sustainability, Supply chain, Management, Marketing Cooperatives, Digitalization.

INTRODUCTION

1.1 Background of the Study.

Sustainability is the idea of meeting the needs of the present without negotiating the ability of future generations to meet their own needs. It is the pursuit of a harmonious relationship between human activities and the environment to ensure the well-being of present and future generations. Sustainable development goals or global goals are a collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all. However, it involves balancing economic prosperity, environmental protection, and social equity. Mollenkamp (2023). The sustainability of cooperative members moreover, is also reinforced through education and capacity-building initiatives that are often integral to cooperative activities. Many cooperatives invest in the training and education of their members to improve their skills and knowledge in areas such as financial management, agricultural practices, and entrepreneurship. These educational initiatives enhance the productivity and efficiency of cooperative members, leading to more sustainable income sources and better resilience against economic shocks. A study by Mshenga and Owuor (2018) highlights that cooperatives that prioritize member education and capacity-building are more likely to achieve sustainable economic outcomes, as their members are better equipped to adapt to changing market conditions and pursue new economic opportunities.



Supply chain management is the coordination of a business' (cooperatives) entire production flow from sourcing raw materials to delivering a finished item. Supply chain starts with the ordering of raw materials or components from a supplier and ends with the delivery of a finished product or services to the end consumer. Fernando, J. (2024). Supply chain is a network of individuals and organizations like the cooperative that are involved in creating a product and delivering it to the consumers. Links of the supply chain begins with the producer of the raw materials, (Investopedia 2024). Supply chain is a system of organizations like the cooperatives, people, technology, activities, information and resources involved in moving a product or services from supplier to customer (Collins English Dictionary, 2024). Delivering value means ensuring customers receive the product or service in a way that maximizes their satisfaction, which includes the supply chain and support provided after the sale. The global supply chain is a complex network of suppliers, manufacturers, distributors (marketers), retailers, wholesalers, and customers. In supply chain management, every link in the chain may offer an opportunity to add value or reduce inefficiency. A well run supply chain management program can increase an organizational revenues or income; decrease its cost, and bolster its bottom line. Supply chain management is the monitoring and optimization of the production and distribution of an organizational product and services. It involves planning, sourcing, manufacturing, delivery and returns. Supply chain management is the coordination of a business (cooperatives) entire production flow; from sourcing raw materials to delivering a finished item. (Accenture, 2024).

Management is the coordination and administration of tasks to achieve a goal. (Izard, 2019). Management is the use of limited resources combine with forecasting, planning, leadership and execution skills to achieve predetermined specific goals in cooperatives; that, judicious use of means to accomplish an objective. Management system or good governance improves the performance of cooperatives and helps to sustain its long term survival in service to members in particular and society in general. (Thomsen, 2008 cited in Usman & Ojiagu, 2021). Management is the broad key that keeps every human endeavor flowing. Every organization, whatever its variegated nature, requires good management to function effectively. The life and success of any organization is sustained through well-planned, tested and generally accepted management principles. Management is a process that permeates all organizations because of its indispensable nature. Wherever people work together for the attainment of defined goals, there is need for management that is charged with the responsibility of ensuring that the aims and objectives of the organization are realized. Management are people that are skilled at building interpersonal relationship among their team members and can trouble shoot when confuse with their encounter challenges. (Herrity, 2023). In cooperatives, management must strongly emphasize member relations because ownership, control, and patronage all are member functions. This involves adequate two-way communication and information from management to members and from members to management.

Digitalization builds upon digitization by utilizing digital tools to enhance business operations. This might involve using software for accounting, customer relationship management (CRM), or inventory management. Digital solution in cooperatives is a situation where marketing cooperatives conduct their activities through digitalization that is, using technology in marketing of their products and services thereby assessing drivers and barriers of innovation for future cooperatives.

The International Cooperative Alliance (Kerela, 2018, ICA, 1995) defined a cooperative as “an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly – owned and democratically controlled enterprise”. Cooperative is



a channel through which inclusive development and empowerment of vulnerable or marginalized members of any society can be accomplished. A global online youth forum conference that was organized by the International Cooperative Alliance resolved that cooperatives can put the youth in a situation to act, do, and experience greater things, hence, it called youth across the world to get involved in cooperative movement so as to actualize their aspirations (Voinea, 2021). A cooperative business is a legal business structure that is owned and governed by and functions for the benefit of those who use its services. (Christopher, 2021). Cooperatives are established to promote the economic interest of the members and improve the general welfare of the society. It is a business enterprise that seeks to strike a balance between pursuing profit and meeting the needs and interests of their members. The formation of cooperative societies has since been recognized as one possible way of promoting access to production resources and markets in rural areas (Hoyt, 2019; Ortmann and King, 2017). Cooperatives play an important role in the global economy and its strategic place to the actualization of sustainable development goal (SDG'S) cannot be relegated (European Parliament, 2019). Cooperative model has proven to be a formidable resilient tool for many people across the world, especially during times of widespread external hardship (Fitzgerald, Hermanson, & Hung, 2022). Cooperative can only continue contribute to the sustainable economic growth, quality employment, providing jobs or work opportunities to the world's employed population, if properly harnessed. It is that resilient. Cooperative business model is known to have so much for the good and sustenance of human society. It is democratic, accommodating, tolerant and empowering to the good of all. Most especially, cooperative is resilient to challenges which may not ordinarily be solved as an individual, but as a collective venture. It offers veritable and sustainable platform for building a brighter tomorrow for all. Cooperative is cooperation, and by human cooperation or networking, problems can be turned to opportunities. (Olubunmi, 2024). Cooperatives can improve its marketing by optimizing their operations, reducing costs, and increasing productivity. This can be achieved by investing in digital technology, streamlining processes, and improving supply chain management. Okechukwu (2017), opined that most cooperatives in Nigeria collapse as a result of lack of cooperative education because most members do not understand what a cooperative society really is and how to run it. The present situation of co-operatives is marked by a number of serious problems which threaten the existence and the economic survival of co-operatives.

1.2 STATEMENT OF THE PROBLEM

Poor Management and Governance: Many marketing cooperatives in Anambra state Nigeria face governance challenges, including weak leadership, mismanagement, lack of innovation and digitalization. Poor record-keeping due to lack of digital media, embezzlement, and lack of transparency have often led to the collapse of cooperatives, undermining their potential to serve their members effectively (Okoroafor et al., 2020).

Limited Access to Finance: Despite the presence of credit cooperatives, many marketing cooperatives still struggle to access the funds needed for expansion, supply chain management, digitalization and capacity building. Inadequate capital limits the scope of operations, making it difficult for marketing cooperatives to scale up and reach more members for sustainability. (Ezeano, 2016).

Lack of education: there are difference in education levels and lack of self-confidence. Limited member participation as a result of lack of ICT knowledge, no collective business (shared finance). Clearly, one obvious factor that is essential for marketing cooperative survival is sound financial performance through the use digital marketing (Fulton, Popp, and Gray, 1996; Vandeburg, Fulton, Hine, and McNamara, 2000 cited in Nwankwo, 2016).



Lack of Modern Infrastructure: The infrastructure deficit in rural areas of Anambra state Nigeria, such as poor road networks and inadequate storage facilities, hinders the effective functioning of marketing cooperatives. Without reliable supply chain management, digitalization and infrastructure, cooperatives willface challenges in marketing their products and reducing post-harvest losses (Ibezim & Okoroafor, 2013).

Low Member Participation: Some marketing cooperatives experience low participation rates from members, particularly in decision-making processes. This can be attributed to a lack of awareness about the benefits of active involvement, as well as the failure of cooperative leaders to engage their members effectively through digital media. (Okoli and Okoli, 2018).

Inadequate Government Support: Although cooperatives are recognized by the government, the level of support they receive is often inadequate. Cooperative societies frequently lack the technical and financial assistance needed to operate efficiently, further limiting their capacity to grow and serve their members (Anigbogu et al., 2014).

Without doubt, marketing cooperatives in Anambra state Nigeria play a vital role in promoting the economic empowerment of smallholder farmers and enhancing agricultural productivity. By pooling resources and offering essential services such as credit, input supply, and market access, these cooperatives help farmers overcome challenges that would otherwise limit their productivity. Despite their significant contributions, marketing cooperatives in the region face challenges related to governance, finance, infrastructure, and member participation. Addressing these challenges through targeted interventions such as capacity building through digitalization, supply chain management, and increased government support is essential to ensuring the long-term sustainability of marketing cooperatives in Anambra state Nigeria.

1.3 Objectives of the Study:

The broad objective of the study is the effect of sustainable supply chain management in marketing cooperative through digital solutions in Anambra State, Nigeria.

The specific objectives were to;

- i. To examine the effect of planning and sourcing in marketing cooperative through digitalization in Anambra State,
- ii. To evaluate the relationship between manufacturing, delivery and returns in marketing cooperatives through digitalization in Anambra state.

1.4 Research Questions:

- i. What are the significant effect of planning and sourcing in marketing cooperative through digitalization in Anambra State?
- ii. What are the significant relationship between manufacturing, delivery and returns in marketing cooperatives through digitalization in Anambra state?

1.5 Research Hypotheses

H₀₁: Planning and sourcing do not have significant effect on marketing cooperative through digitalization in Anambra State.

H₀₂: Manufacturing, delivery and returns have no significant effect on marketing cooperatives through digitalization in Anambra State.



2.1 REVIEW OF THE RELATED LITERATURE.

2.1.1 Concept of Sustainable Development

Kuznet (2010) defined sustainable development as a long-term term rise in capacity to supply increasing by diverse economic goods to its population. This growing capacity based on advancing technology and institutional and ideological adjustment that it demands.

Sustainable development goals or global goals are a collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all.

2.1.2 Concept of marketing:

Marketing involves exchanging value, where consumers buy and use the product, and companies receive payment. Marketing plays a role in every part of the process, from product development to customer engagement. Marketing involves communicating these offerings to potential buyers. This could mean educating customers on how a product benefits them or listening to what they want and tailoring their desires accordingly. Marketing is all about the following:

- 1 Creating Value: Marketing begins with creating offerings—products or services—that meet the needs of consumers. The value of these offerings is determined by the benefits customers receive, which include more than just the product itself; it's about how it solves a problem or satisfies a need.
- 2 Communicating Value: Marketing involves communicating these offerings to potential buyers. This could mean educating customers on how a product benefits them or listening to what they want and tailoring offerings accordingly.
- 3 Delivering Value: Delivering value means ensuring customers receive the product or service in a way that maximizes their satisfaction, which includes the supply chain and support provided after the sale.
- 4 Exchanging Value: Finally, marketing involves exchanging value, where consumers buy and use the product, and companies receive payment.

Marketing plays a role in every part of the process, from product development to customer engagement.

2.1.3 Concept of cooperatives:

The International Cooperative Alliance (Kerela, 2018, ICA, 1995) defined a cooperative as “an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly – owned and democratically controlled enterprise”.

Governance: Cooperative firms operate under democratic governance, with each partner having an equal vote, ensuring that decision-making reflects the collective will of the members. Ownership and Control: Ownership and control in cooperatives primarily reside with the partners, who are often workers, users, or members of the community, fostering a sense of shared responsibility and ownership. Cooperative firms are driven by the objective of meeting the needs of their partners, prioritizing collective well-being over individual profit maximization.

2.1.4 Types of Cooperatives in Anambra State Nigeria

In pursuance of satisfying the socio-economic needs of their members, different types of cooperative societies have emerged, such as: consumer cooperative societies, producers, marketing, transport, housing, fishery, artisans, etc.



Marketing Cooperatives:

Marketing cooperatives help farmers in South-East Nigeria to aggregate their produce and market it collectively. This system increases the farmers' bargaining power, enabling them to access better prices and larger markets. For example, cassava and palm oil marketing cooperatives help smallholder farmers find buyers, reducing their dependency on middlemen who often exploit them by offering unfair prices (Okoli & Okoli, 2018).

Multipurpose Cooperatives:

These are societies that serve the function of multi or many purposes designed for the benefit of the members. Multipurpose societies can give loans to members. Procure and distribute agricultural inputs to members and market members produce by securing good prices for their produce.

Supply Cooperatives:

Supply cooperatives facilitate the bulk purchase of agricultural inputs such as fertilizers, seeds, and pesticides, reducing the cost for individual farmers. By leveraging collective purchasing power, these cooperatives provide inputs at subsidized rates and in the required quantities. In regions where high-quality inputs are not readily available, these cooperatives ensure farmers have access to the necessary resources to improve crop yields (Anigbogu et al., 2014).

Consumers' Cooperatives: Members of this cooperative are customers of household items which they seek to obtain from the Cooperative. Goods are bought from the co-operators on wholesale basis, stored and sold to the consumers and members of the public at the current market price. At a given time, members are paid dividends calculated on the basis of their purchase.

Credit and Finance Cooperatives:

Credit cooperatives are a critical part of the agricultural cooperative movement in South-East Nigeria. Many farmers in the region lack access to formal financial institutions due to collateral requirements or high interest rates. Cooperative societies provide credit at lower interest rates, enabling farmers to invest in their farms. These loans may be used to buy inputs, expand farm operations, or invest in modern farming techniques (Ezeano, 2016).

Processing Cooperatives:

Some cooperatives in the South-East region engage in processing agricultural products to add value before they are marketed. This type of cooperative is essential for the processing of crops such as cassava into garri or palm fruits into palm oil, providing farmers with higher incomes due to the added value. These cooperatives also help reduce post-harvest losses and ensure farmers can access larger, more profitable markets (Okoroafor et al., 2020).

Service Cooperatives:

Service cooperatives provide ancillary services to farmers, including extension services, access to machinery (such as tractors), and advisory services on best farming practices. In a region like South-East Nigeria, where many farmers rely on traditional farming methods, service cooperatives help introduce modern technologies and farming techniques to improve productivity (Ibezim & Okoroafor, 2013).

Different types of cooperatives exist based on what they do. Among the common businesses they carry out are marketing of farm produce, crop production, livestock production, fish farming, marketing (different products), retail supplies (consumer), housing, financial services, insurance, etc.



2.1.5 New generation cooperatives:

Cooperatives are into diverse sectors; but the New Generation Cooperatives apart from taking advantage of opportunities in traditional cooperative businesses are advised to identify new opportunities in emerging areas including interpersonal skills, soft skills, Artificial Intelligence, data science, and biotechnology, etc. These are the direction the world is moving to. However, the focus of an ideal new generation cooperative must include strong membership with passion and purpose that is committed to clear cooperative mindset. Successful youth cooperatives must be rooted in business innovation and creativity. Developing strong business skill (entrepreneur) is now a *sine qua non* for achieving cooperative businesses success. It is important to plan for market as well as access to resources for implementing the business. Many unsuccessful cooperative practices among other factors have been affected by lack of good business plans and strategy, and absence of good management teams to oversight their affairs. Building network through partnership and collaboration is important to promote business foresight and stability.

2.1.6 Digitization/Digitalization:

1. Digitization: The initial step involves digitization, which is the conversion of analog into digital form. This could include scanning documents, uploading sound recordings, or converting handwritten notes into digital text.
2. Digitalization: Digitalization builds upon digitization by utilizing digital tools to enhance business operations. This might involve using software for accounting, customer relationship management (CRM), or inventory management.
3. Digital Transformation: The ultimate goal is digital transformation, which involves reimagining how technology, people, and processes can work together to unlock new opportunities. This could involve adopting cloud computing, artificial intelligence (AI), or the Internet of Things (IoT) to streamline operations, gather insights, and personalize services.

2.1.7 Digital Transformation in Cooperative Development:

Enhancing Operational Efficiency: Cooperatives can improve its marketing by optimizing their operations, reducing costs, and increasing productivity. This can be achieved by investing in digital technology, streamlining processes, and improving supply chain management. By becoming more efficient, cooperatives can reduce waste and improve profitability (Zeuli and Cropp, 2004).

***Build Strong Brand Identities and Online Presence:**

Create a strong brand identity that resonates with the cooperative's values and target audience, and establish a professional online presence through a website and social media channels.

***Develop a Digital Transformation Roadmap:**

Outline a clear plan for adopting digital technologies, identifying key areas for improvement and setting realistic goals.

***Leverage Social Media and Digital Marketing Tools:**

Utilize social media platforms, email marketing, and online advertising to reach a wider audience, build brand awareness, and engage with potential customers.

***Utilize Data Analytics and Insights for Informed Decision-Making:**

Collect and analyze data from digital platforms to gain insights into customer behavior, market trends, and the effectiveness of marketing campaigns.



***Collaborate with Fintech and Tech Startups for Innovative Solutions:**

Partner with fintech and tech startups to access cutting-edge technologies, develop innovative solutions, and enhance the cooperative's digital capabilities; to empower cooperatives and drive sustainable economic growth.

2.1.8 Challenges of Digital Transformation in Anambra state Nigeria:

Infrastructure Limitations: Limited access to reliable internet connectivity and power supply can hinder the adoption and effective utilization of digital technologies.

Digital Literacy Gap: A lack of digital literacy and skills among individuals and businesses can create barriers to understanding and implementing digital solutions.

Funding Constraints: Securing funding for digital transformation initiatives can be challenging, especially for smaller cooperatives with limited resources.

Cyber security Concerns: The increasing reliance on digital technologies raises concerns about cyber security threats, requiring robust measures to protect sensitive data and systems.

2.1.9 Opportunities for Digital Transformation in Anambra state Nigeria:

- 1 **Increased Efficiency and Cost Reduction:** Digital transformation can significantly enhance operational efficiency and reduce costs through automation and improved processes.
- 2 **Innovation in Products and Services:** Leveraging digital technologies enables the creation of innovative products and services, transforming customer experiences and opening new market opportunities.
- 3 **Enhanced Competitiveness:** Organizations that adopt digital transformation can gain a competitive edge by developing new business models, improving value chains, and enhancing customer experiences.
- 4 **Sustainability and Resilience:** Digital transformation supports environmental and social sustainability, corporate growth, and resilience against global challenges such as pandemics.

2.2 Theoretical Framework:

2.2.1 Collective action theory

The present study is anchored on the collective action theory. Nwankwo, F. Ogbodo, O. & Ewuim, N. (2016), Marshall (1988) defined collective action as an action taken by a group (either directly or on its behalf through an organization) in pursuit of members' perceived shared interests. Members can contribute in various ways to achieve the shared goal: money, labour or in-kind contributions (food, wood).

The action can take place directly by members of a group, or on their behalf by a representative or even employee. The coordination can take place through a formal organization, through an informal organization, or, in some cases, through spontaneous action. Thus, an organization may contribute to collective action, but the two concepts are not the same. In the context of natural resource management, the collective action of deciding on and observing rules for use or non-use of a resource can take place through common property regimes or by coordinating activities across individual farms. Three major tenets of collection action are that (1) It requires the involvement of a group of people; (2) it requires a shared interest within the group; and (3) it involves some kind of common action which works in pursuit of that shared interest.

2.3 Empirical

Anigbogu, Agbasi, & Okoli, (2017), Agbo (1999) identified specific benefits accruable to farmers if they are members of cooperative societies as: get a strong bargaining power for loans and other services; a favourable atmosphere for a more effective government aid scheme; improved marketing opportunities



for members; provision of services for members at highly reduced costs; mobilization of funds for farm business; improved dissemination of extension services through the group approach; self-reliance and motivation for members; increased access to improved skills, exchange of ideas and educational opportunities through adult education and literacy programmes; and creation of avenues for members democracy and assume collective responsibility.

Olufemi (2024) was of the opinion that a transformational leader (management) and supply chain management, who is dedicated to: optimizing product process; driving innovation manufacturing practices; fostering lean; the objectives are for organizational effectiveness and operational efficiency. Lean manufacturing practices in (FMCG) fast moving consumer goods companies or organization. Management overseeing the operational tasks to managing complex supply chain networks within the organization. Commitment to continuous improvement and unwavering deduction to mentorship. A beacon in the global manufacturing sector. Reputation in setting standard in: efficiency, innovation and community impact. The finding of this study is that the management should have technical prowess and commitment to fostering positive change within the global supply chain landscape and local community.

3.1 Methodology:

The study adopted a descriptive survey research design in order to examine the effect of sustainable supply chain management in marketing cooperative through digital solutions in Anambra state Nigeria. Anambra State majorly is a business state (marketing) where the citizens depend mainly on business and as acivilservicestate. The population of the study was drawn using simple random sampling from Anambra Central Senatorial District which is one of the three (3) senatorial district in the state; that comprises of seven Local Government Areas, Awka North, Awka South, Njikoka, Aniocha, Idemili North, Idemili South, and Dunukofia, two societies were drawn from each of the district of the State; made up of one hundred and twenty one thousand, and sixty five (121,065), while the total sample was 348. Inferential statistics used was multiple regression analysis. The research instrument was validated through content validity and the accuracy of the questionnaire was checked through the application of Cronbach Alpha with a score of 0.78 (or 78%).

4.1 Data Presentation, Data Analysis and Discussing of Findings:

Table 3.1.1: Demographic distribution of respondents

	Frequency	Percent
Sex Distribution		
Male	204	60.6
Female	144	39.4
Total	348	100.0
Age Distribution		
21-30 Years	15	5.9
31-40 Years	20	6.3
41-50 Years	205	45.3
Above 51 Years	108	42.5
Total	348	100.0
Total		



MaritalStatus		
Single	97	38.2
Married	224	52.8
Divorce	27	9.1
Total	348	100.0
SalaryDistribution		
N50,000 toN100,000	19	7.5
N100,000 to N200,000	47	16.9
N210,000 to N400,000	57	22.4
Above N400,000	225	53.1
Total	348	100.0
Occupation		
Civil Servant	4	1.6
Trader	87	34.3
Farmer	257	64.2
Total	348	100.0
Cooperative Society		
Below3Years	6	2.4
4-6Years	95	37.4
7Yearsand above	247	60.2
Total	348	100.0
Household		
Below3	109	42.9
3 to 5	237	56.3
5 and Above	2	.8
Total	348	100.0

Results of Discussion:

The redistribution of respondents revealed that two hundred and four (60.6%) of the respondents are male while one hundred and forty-four of the respondents are female respondents. Age distribution of respondents revealed that fifteen (5.9%) of the respondents are between 21-30 years, sixteen (6.3%) of the respondents are between 31-40 years, two hundred and five (45.3%) of the respondents are between 41-50 years old while one hundred and eight (42.5%) of the respondents are above 51 years. Marital status of the respondents showed that ninety-seven (38.2%) of the respondents are single, two hundred and twenty-four (52.8%) of the respondents are married while twenty-seven (9.1%) of the respondents are divorced. Salary distribution of the respondents indicated that nineteen (7.5%) of the respondents received between N50,000 to N100,000 in the course of the business, forty-seven (16.9%) of the respondents received between N100,000 to N200,000 in form of salary, fifty-seven (22.4%) of the respondents receive between N210,000 to N400,000 as salary while two hundred and twenty-five (53.1%) of the respondents receive salary.

Occupation of the respondents indicated that four (1.6%) of the respondents are farmers, eighty-seven (34.3%) of the respondents are civil servants while two hundred and fifty-seven (64.2%) of the respondents are traders. Cooperative society of the respondents showed that six (2.4%) of the respondents



have being with the cooperative below 3 years, ninety-five (37.4%) of the respondents have spent between 4-6 years with the cooperative, two hundred and fifty-seven (60.2%) of the respondents have spent 7 years and above with the cooperative society. Household of the respondents revealed that one hundred and nine (42.9%) of the respondents have below three children in the family, two hundred and thirty-seven (56.3%) of the respondents have between 3 to 5 children and two (.8%) of the respondents have 5 and above children in the family.

Marketing Cooperative Challenges and Opportunities (digitalization).

To test this hypothesis, the respondents' scores on two variables of marketing cooperative challenges and opportunities for digitalization trend were computed and subjected to multiple regression analysis. From Table 2, the R (correlation Coefficient) gives a positive value of 0.917; this indicates that there is a very strong and positive relationship between marketing cooperative and opportunities of digitalization for marketing cooperatives. The R^2 is a portion of the total variation in the dependent variable that is explained by the variation in the independent variables. From the results obtained, R^2 is equal to 0.840, this implies that marketing cooperative brought about 84% variance in opportunities of digitalization for marketing cooperatives, this is further proven by the adjusted R^2 that shows the goodness of fit of the model which gives a value of 0.839, implying that when all errors are corrected and adjustments are made, the model can only account for 83.9% by marketing cooperative ;while the remaining 16.1% are explained by the error term in the model as shown in Table 2.

The unstandardized beta co-efficient of marketing cooperative challenges is 0.597 with $t=14.832$ and ($p= 0.000<0.05$). These results showed that marketing cooperative challenges have a positive relationship with opportunities for marketing cooperative digitalization. This suggest that cooperative society is structured in away that it gives a helping hand to the low income earners, digital innovation is a necessity for marketing cooperatives that seek bigger performance, marketing cooperatives challenges is a driver to digital success and supply chain challenges has not been effective within marketing cooperative societies. From the Table 2 discussed, and by F-Stat. 659.601 p -value $0.000<.05$, it showed that the null hypothesis, marketing cooperatives does not significantly affect the opportunities of marketing cooperatives is not true therefore, the null hypothesis is rejected. Based on this, we accepted the alternative hypothesis that marketing cooperative has effect on opportunities for marketing cooperatives digitalization.

Table 3.1.2:Marketing Cooperative Challenges and Opportunities

Variable	Co-eff.	Std. Error	t-value	Sig.
Constant	0.582	0.138	4.205	0.000
Social-Economic factor	0.597	0.040	14.832	0.000
Marketing cooperative	0.239	0.058	4.105	0.000
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R	0.917			
RSquare	0.840			
Adj. RSquare	0.839			
F Stat.	659.601(.000)			

Dependent Variable: Opportunity of marketing cooperative digitalization



5.1 Summary of Findings, Conclusion and Recommendation:

Findings

The result of the study showed that sustainable supply chain management phases and marketing challenges are drivers of digitalization success; and also operational task innovation has been a challenge among the marketing cooperative societies.

Conclusion

The study therefore concludes that the management in marketing cooperatives should have technical prowess and commitment in order to foster positive changes within the global supply chain land scope and local communities in Anambra State for sustainability.

Recommendation

The study made the following recommendations:

1. The study recommended that management committees' in marketing cooperatives should strive for larger performance in terms of operational efficiency and innovation in other to achieve the set objectives.
2. The study also recommended that government and management committees' in marketing cooperatives should strive for inclusion of cooperative education and supply chain management as a subject in the secondary school curriculum in Anambra State for sustainability.

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