

## **INTERNATIONAL MARKETING EVALUATION**

## TABLE OF CONTENTS

<b>CONTENT</b>	<b>PAGE</b>
<b>Introduction</b>	<b>4</b>
1.1 Background of the Company	4-5
<b>External Environmental Factors Impact</b>	<b>7-8</b>
<b>Consumer Behaviour Analysis: China and United States</b>	<b>9</b>
<b>Competitor Analysis: China and United States</b>	<b>11-12</b>
<b>Entry Strategy Evaluation</b>	
5.1 Nestlé's Entry Strategy in China	13
5.2 Nestlé's Entry Strategy in the United States	14
<b>Segmentation, Targeting, and Positioning Analysis</b>	<b>16</b>
6.1 Nestlé's Segmentation, Targeting, and Positioning in China	16
6.2 Nestlé's Segmentation, Targeting, and Positioning in the United States <sup>1</sup>	17
6.3 Comparative Analysis	17
6.4 Key Success Factors: Flexibility, Innovation, and Cultural Sensitivity	18
<b>Marketing Strategies (4 P's) Evaluation</b>	<b>19</b>
7.1 Product Strategy	19
7.2 Price Strategy	20
7.3 Place (Distribution) Strategy	20
7.4 Promotion (Advertisement) Strategy	21

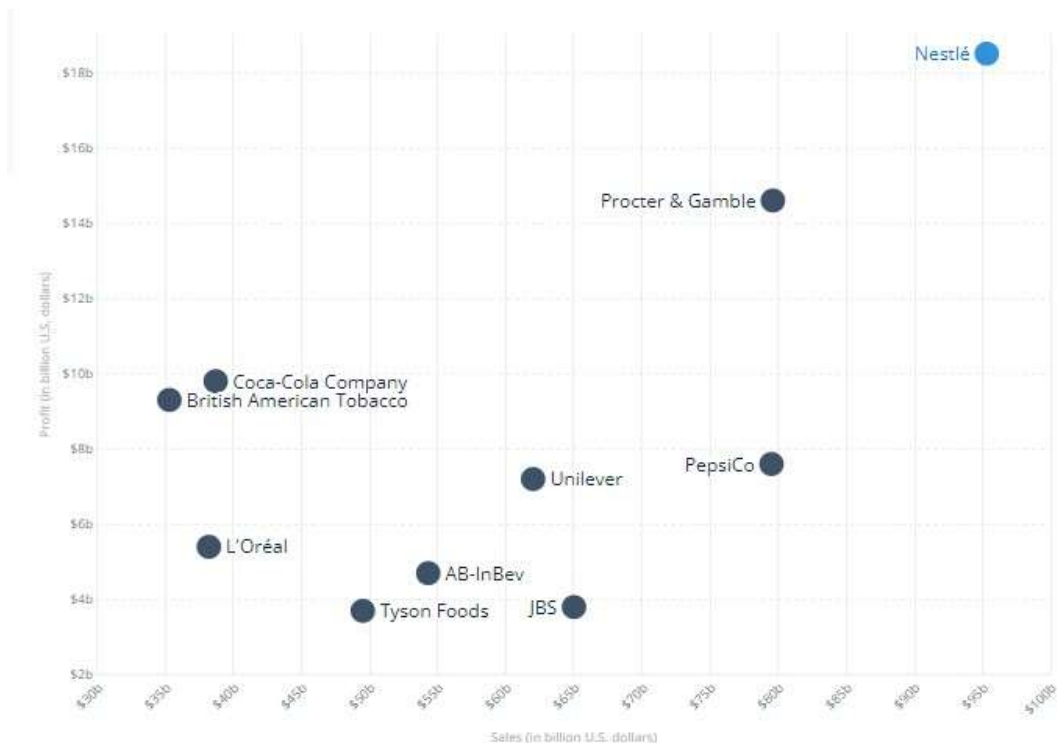
<b>Conclusion</b>	<b>21-22</b>
<b>References</b>	<b>23-25</b>

## INTRODUCTION

### 1.0 Background of the Company

Nestlé, a Swiss multinational food and beverage corporation, is a prominent global leader in the industry (Huang, 2023). Established in 1866, the corporation has developed into a dominant force, overseeing a wide range of popular brands (Alexander *et al.*, 2011). Nestlé's dedication to the purpose of "Good Food, Good Life" highlights its commitment to providing high-quality, nourishing goods that improve the lives of people worldwide (Sánchez *et al.*, 2016). Nestlé operates in more than 180 countries and has a workforce of over 270,000 individuals (Demir & Istanbulu Dincer, 2020). The company offers a wide range of products, including coffee, chocolate, infant nutrition, and pet care (Marin & Verdier, 2007).

**Figure 1.1:** Financial Figure of 10 selected FMCG companies worldwide 2021



The company's financial success, as reflected in its 2023 half-year results, includes significant organic growth of 8.7%, pushed by strategic pricing and true internal growth (Nestle India Ltd Share Price Today - Nestle India Ltd Share Price LIVE on NSE/BSE, n.d.). Despite facing challenges like as foreign exchange impacts and minor net acquisitions, Nestlé's financial outlook

remains solid, with an enhanced full-year projection and a commitment to continued portfolio management. (Topic: Nestlé, 2024)

**Figure 1.2:** Organizational Chart of the Company



**Source:** (*Our leadership team*, n.d.)

Nestlé's strategic innovation connects with sustainable and responsible business practices. The company harnesses its global scale to address societal concerns, actively engaged in producing shared benefit for both shareholders and communities globally (Ching, 2022). Nestlé's commitment to corporate governance stresses openness, accountability, and ethical conduct, assuring good decision-making and risk management throughout its broad global businesses (Post, 1985).

In a competitive market distinguished by tough adversaries, Nestlé navigates the challenging balance between regional autonomy and global coherence through its organizational structure

(Bhasin, 2023). The company's emphasis on adaptation and innovation is important for flourishing in a market where consumer preferences regularly alter (Cuofano, 2023). Understanding and strategically placing itself against competitors such as Unilever, Coca-Cola, PepsiCo, and others, Nestlé remains a resilient force in the dynamic food and beverage sector (Nestle SA Peers & Key Competitors - GlobalData, n.d.).

## EXTERNAL ENVIRONMENTAL FACTORS IMPACT

<b>Factors</b>	<b>United States</b>	<b>China</b>
Political	- Importance of local governments - Changing policies with new government - Global pressures on trade regulations	- Nationalistic rhetoric - Regulatory landscape - Intellectual property challenges - Shifting trade alliances
Social	- Income inequality - Attitude towards health and safety - Education level - Evolving gender roles - Influence of media outlets - Leisure interests	- Shifting consumer preferences - Evolving online landscape - Nationalistic sentiments - Food safety concerns - Aging population
Technological	- Lowering cost of production - Maturity of technology - Developments in mobile technology - Disruption of supply chain - Technology transfer and licensing issues	- E-commerce boom - Food tech disruption - Big Data & AI - Live streaming & influencer marketing - Counterfeit concerns - Automation and robotics
Environmental	- Scrutiny by environmental agencies - Waste management regulations - Recycling norms - Impact of extreme weather - Renewable technology trends - Paris Climate Agreement	- E-commerce boom - Mobile payments and digital marketing - Counterfeiting and food fraud concerns - Food tech and innovation - Automation and robotics
Legal	- Health and safety norms - Environmental laws - Time for business cases in court - Data protection laws - Employment laws - Legal protection of intellectual property	- Food safety regulations - Intellectual property protection - Foreign investment restrictions - Anti-monopoly laws - Data privacy laws

In the United States, Nestlé faces problems connected to varied political landscapes between states, increased global demands on trade laws, and a dynamic social climate typified by wealth inequality and developing consumer sentiments. The corporation must navigate shifting government rules, engage with stakeholders, and address environmental concerns like as waste management and renewable technology developments. Additionally, adherence to health and safety requirements, data protection legislation, and legal issues involving intellectual property are vital for Nestlé's success in this market.

Navigating the Chinese market demands Nestlé's attention to patriotic feelings, tight regulatory frameworks, and technology disruptors like as e-commerce and food tech developments. Social variables like altering customer choices, nationalistic feelings, and an aging population impact Nestlé's strategy. Legal considerations, including intellectual property protection and compliance with growing data privacy laws, are crucial. Understanding and adapting to the particular dynamics of China's environmental, political, and social context will be important for Nestlé's continuing success in this market.

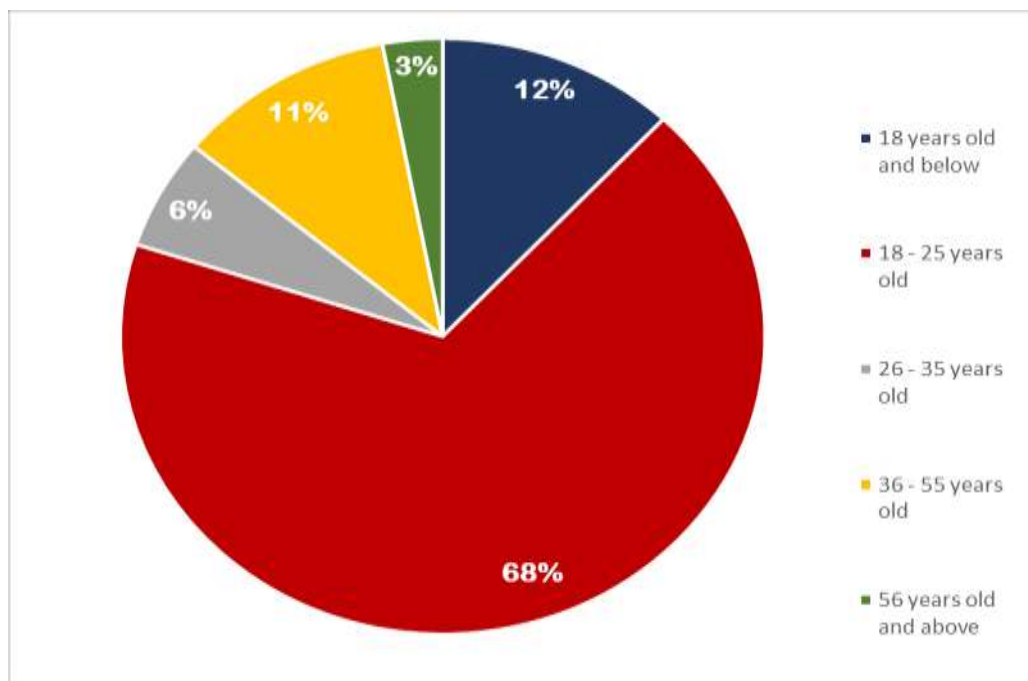


## CONSUMER BEHAVIOUR ANALYSIS: CHINA AND UNITED STATES

The study on Nestlé's customer happiness and brand loyalty carried out by Mui Hung Kee *et al.*, (2023) demonstrates a substantial positive association, underlining the effect of aspects like product quality, customer service, and marketing methods. The Chinese market, characterized by a cultural emphasis on trust and reputation, exhibits a considerable brand loyalty tendency among consumers, particularly within the 18-25 age bracket. This demographic, noted for its openness to global trends, adds to Nestlé's success, with 40% expressing exclusive allegiance to Nestlé goods.

The survey results match the overall Chinese consumer behavior pattern, where established foreign companies like Nestlé enjoy more trust and loyalty compared to fresher arrivals. The age distribution data and satisfaction survey indicate the impact of cultural elements and the role of youth in defining consumer preferences in China.

**Figure 3.1:** Age distribution of Nestle Customers in China

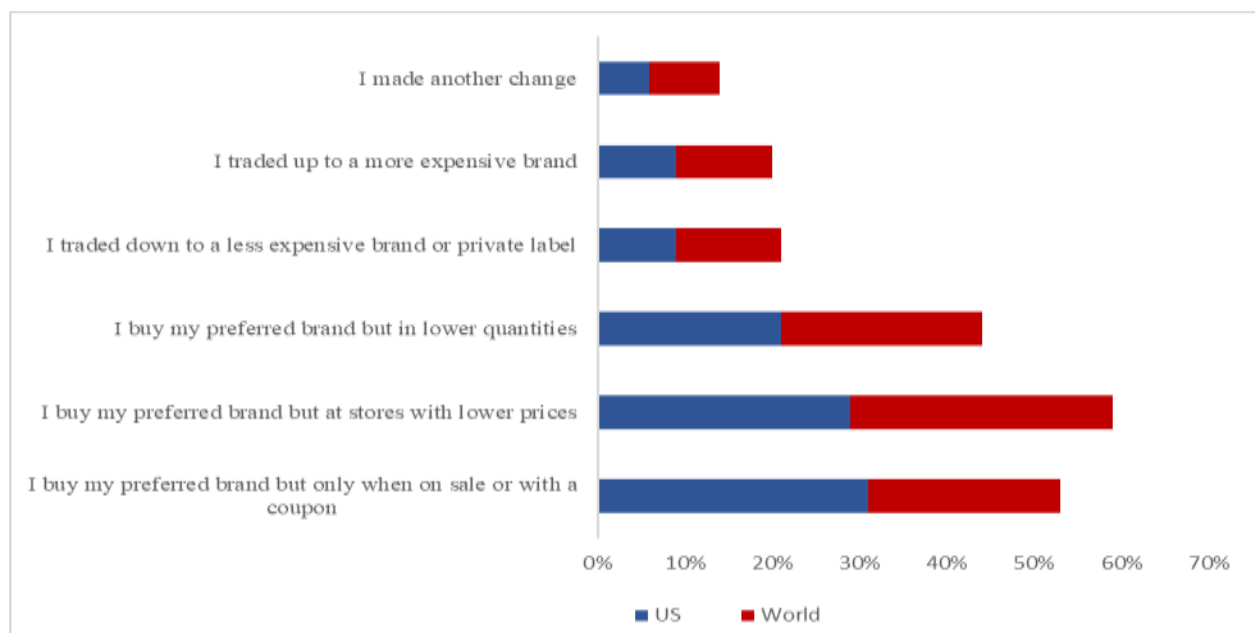


In the United States, the consumer behavior landscape in 2024 is distinguished by dynamic transitions affected by economic uncertainties, sustainability concerns, and the expanding impact of the Home Hub phenomena. Americans display value-conscious spending, stressing price, quality, and multi-functionality. Nestlé connects with these trends by focusing on health and wellbeing, sustainability, and responding to the advent of e-commerce (Berry, Zeithaml, &

Parasuraman, 2021). The McKinsey study further highlights insights into American consumer behavior, suggesting an optimistic financial outlook but conservative purchasing habits. Notably, consumers in the U.S. prioritize health and wellness, boosting demand for natural and organic products, a trend Nestlé addresses with efforts like "Nestlé Wellvolution." (Wolf *et al.*, 2023)

In both marketplaces, there is a common theme of consumers finding methods to save money on preferred brands, but the technique varies. Chinese customers, motivated by trust and reputation, demonstrate significant brand loyalty, especially among the youth. In the U.S., consumers are more focused on value-conscious buying, sustainability, and personalized experiences. Nestlé's strategy in each area correspond with the respective consumer behavior patterns, highlighting the need of responding to cultural nuances and market dynamics. As customer preferences continue to shift, firms like Nestlé must stay adaptable and responsive to remain successful in these broad and dynamic marketplaces.

**Figure 3.2:** Changes in buying behaviour between two years (2021-2022)



## COMPETITOR ANALYSIS: CHINA AND UNITED STATES

In China, Nestlé faces severe rivalry from local powerhouses such as Wahaha, Bright Food, Tingyi, Luckin Coffee, Feihe, and Junlebao. Wahaha, a seasoned participant in the beverage and snack market, leverages a wide distribution network and affordability, creating a substantial challenge. Bright Food, a dairy and confectionary company, resonates with consumers through high-quality ingredients and localized flavors. Tingyi controls the instant noodles market with cost, variety, and convenience. Luckin Coffee, a domestic business, focuses on tech-driven experiences and reasonable pricing, overtaking Starbucks in store count. In the vital infant formula industry, Feihe and Junlebao gain traction by understanding local concerns about safety and quality.

For the United States, Nestlé battles with powerful competitors, including PepsiCo, Unilever, Mars, and The Coca-Cola Co. PepsiCo strategically positions itself with a cost leadership approach, broad differentiation, and market penetration Wcs (2023). Unilever prioritises product differentiation and market expansion, boasting a vast product line. Mars has a comprehensive marketing approach, focused on innovation, sustainability, and strategic sponsorships (Heart of codes, 2023).

**Table 4.1:** Competitor Profile Summary: China

Competitor	Core Industries	Key Strategies	Noteworthy Aspects
Wahaha	Beverage, Snack	Affordable, innovative products, extensive distribution	Facing challenges in turnover, implementing revitalization
Bright Food	Dairy, Confectionery	Emphasis on high-quality ingredients, localized flavors	Strategically positioned with low bargaining power
Tingyi	Instant Noodles	Affordability, variety, convenience	Holds a significant position in the Chinese food industry

Luckin Coffee	Coffee Chain	Tech-driven experiences, competitive pricing	Dethroned Starbucks in store count
Feihe, Junlebao	Infant Formula	Localized focus on safety and quality	Gaining traction in the crucial infant formula market

Coca-Cola conducts a complete strategy, including market segmentation, targeting, and positioning to respond to varied consumer needs. These competitors demonstrate diverse strengths, from global reach to product diversification, requiring Nestlé to stay nimble and innovative to keep its competitive edge (Nestle Competitors and Alternatives, n.d.)

**Table 4.2:** Competitor Profile Summary: United States

Competitor	Core Industries	Key Strategies	Noteworthy Aspects
PepsiCo	Food & Beverage	Cost leadership, broad differentiation, market penetration	Diverse product portfolio, global market presence
Unilever	Manufacturing & Industrial	Product differentiation, Think Global Act Local strategy	Extensive product portfolio, focus on global branding
Mars	Food & Beverage	Product portfolio diversification, innovation, sustainability	Diverse product range, market strategies adapt to evolving preferences
Coca-Cola Co	Food & Beverage	Market segmentation, targeting, positioning	Universal appeal, comprehensive marketing strategy

## ENTRY STRATEGY EVALUATION

### 5.1 Nestlé's Entry Strategy in China: A Strategic Triumph

Nestlé's introduction into the Chinese market is defined by a purposeful and nuanced approach that evolved over more than a century. The early 1900s saw Nestlé making an astute move by choosing an early entrance order and opting for complete asset control. This strategic insight helped Nestlé to minimize risks and efficiently utilise the local market. Noteworthy is the company's astute appraisal of the political environment and the creation of social ties during the 1970s to the 1990s(Nestlé's Expansion into China | Analysis, 2023). Leveraging government assistance, cultivating long-term connections, and exclusive selling rights strengthened Nestlé's position in the market.

**Table 5.1:** Summary Table for Nestlé Entry Strategy in China

Aspect	Analysis
Market Analysis	<ul style="list-style-type: none"><li>- Political: No constraints</li><li>- Economic: Favourable growth and foreign ties</li><li>- Sociocultural: Emphasis on luxury and novelty</li><li>- Technological: High online activity</li><li>- Legal: No significant constraints</li><li>- Environmental: Emphasis on sustainability</li></ul>
Product Suitability	<ul style="list-style-type: none"><li>- Advantageous entry with established chocolate market presence</li><li>- "Butterfingers" may need rebranding for luxury appeal</li></ul>
Porter's Five Forces Analysis	<ul style="list-style-type: none"><li>- Bargaining Power of Buyers: High</li><li>- Bargaining Power of Suppliers: Medium</li><li>- Threat of Substitutes: Medium</li><li>- Threat of New Entries: Medium</li><li>- Competition: Moderate</li></ul>
Cultural Analysis (Hofstede's Model)	<ul style="list-style-type: none"><li>- Collectivism: Dominant</li><li>- Power Distance: Significant</li><li>- Gender Roles: Flexibility</li></ul>

FDI Entry Mode Strategy	<ul style="list-style-type: none"> <li>- Approach: Combination of Global Standardization and Localization</li> <li>- Focus: Balance cost reduction with local responsiveness and quality</li> </ul>
Profitability Strategy	<ul style="list-style-type: none"> <li>- Approach: Differentiation strategy emphasizing uniqueness</li> <li>- Consideration: Aligning with Chinese market's need for luxury and unique experiences</li> </ul>

In the early 2000s, Nestlé changed its strategy by acquiring local brands, constructing plants, and employing thousands of people in China. This transition from exporting to local production underlined Nestlé's dedication to long-term relationship-building. Joint ventures with notable corporations like Coca-Cola and L'Oreal displayed a focus to maintaining a broad and outstanding product line (Layman, 2017).

## 5.2 Nestlé's Entry Strategy in the United States: A Blend of Adaptation and Innovation

Nestlé's journey into the U.S. market represents an adventurous blend of acquisitions and innovation. In the late 19th century, the corporation entered with condensed milk and chocolate, exploiting trade relations and catering to the burgeoning sweet desire of American consumers. Strategic purchases of iconic brands like Carnation, Gerber, and Purina enhanced Nestlé's reach, offering instant brand recognition and distribution networks.

**Table 5.2:** Summary Table for Nestle Entry Strategy in United States

Aspect	Details
Sales (2016)	CHF 900 million (US confectionery business)
Product Portfolio	Local chocolate brands (Butterfinger, Baby Ruth, etc.) and sugar brands. International brand: Crunch.
Strategic Options Review	Focus on the US market. Expected completion by the end of the year.
Excluded from Review	Toll House baking products are not part of the strategic review.

Global Confectionery Sales (2016)	CHF 8.8 billion
Global Brand Focus	Emphasis on growing KitKat as a leading international confectionery brand.
US Market Significance (2016)	Sales of CHF 26.7 billion, representing Nestlé's largest market.
Confectionery Contribution (US)	Confectionery business represents about 3% of US sales.
Diversified Presence in US	Presence in various categories: pet care, bottled water, frozen meals, infant food, and ice cream.
Commitment to Investment and Growth	Nestlé remains committed to investing and growing in

The corporation realised the necessity of local adaptation, creating factories around the country and incorporated American ideals into marketing strategies. Sponsorships of events like Little League and showcasing recognised faces in advertising established a sense of connection and trust with American customers.

Nestlé's versatility, evident through innovations like single-serve coffee pods and plant-based burgers, maintains its continued relevance in the ever-changing American food environment.

In summary, Nestlé's entry approach in the United States is defined by a blend of global knowledge and local adaptability, resulting to sustained success and a significant position in the American market.

## SEGMENTATION, TARGETING AND POSITIONING ANALYSIS

### 6.1 Nestlé's Segmentation, Targeting, and Positioning in China: Tailoring for Diversity

In China, Nestlé implements a comprehensive segmentation strategy, understanding the diverse landscape. Geographically, the corporation tailors items to different regions like North and South China, reflecting local tastes. Demographically, age, income, and family structure play a major impact, with companies like Gerber targeting young families and Nescafé catering to busy professionals. Psychographically, Nestlé modifies offerings to accord with various consumer lifestyles and attitudes. The targeting strategy focuses on young, urban professionals, health-conscious consumers, and rural areas. Nestlé positions itself by utilising global recognition while emphasizing "Local for Local," innovation with familiarity, and premiumization. This technique allows Nestlé to effectively negotiate the difficult Chinese market, resonating with varied consumer segments.

**Table 6.1:** Summary of Nestle's Segmentation, Targeting, and Positioning in China

Segment	Targeted Products	Positioning Strategy
Young, Urban Professionals	Haagen-Dazs ice cream Nespresso coffee	Premium indulgence, modern lifestyle
Health-Conscious Consumers	Nestlé Wellness Health Science range	Scientifically proven health benefits, natural ingredients
Rural Markets	Maggi noodles, Yinlu peanut sauces	Affordable quality, familiar flavors

### 6.2 Nestlé's Segmentation, Targeting, and Positioning in the United States: A Comprehensive Approach

In the U.S., Nestlé's segmentation strategy is multidimensional, considering age, lifestyle, dietary demands, and value. Targeting encompasses millennials, busy families, and health-conscious consumers, exhibiting flexibility to emerging trends. The positioning strategy stresses family-friendliness with brands like Gerber, premium pleasure with Nespresso and Haagen-Dazs, and



convenient innovation with Lean Cuisine and Nescafé. Nestlé's success in the U.S. is built in its efficient handling of segmentation, targeting, and positioning, allowing the business to build a distinct image and competitive advantage within each target category. This holistic approach maintains Nestlé's resilience in the evolving American food landscape (Magni *et al.*, 2016).

**Table 6.2:** Summary of Nestle's Segmentation, Targeting, and Positioning in United States

Segment	Targeting Strategy	Positioning	Example Brands
Millennials	Convenience, health-conscious	Innovative, plant-based options	Sweet Earth, Lean Cuisine
Busy Families	Time-saving solutions	Nutritious, pre-packaged meals	Hot Pockets, DiGiorno pizzas
Health-Conscious Consumers	"Healthy indulgence" trend	High-quality ingredients, balanced options	Haagen-Dazs Light Ice Cream, Stouffer's Lean Cuisine

### 6.3 Comparative Analysis

Across both China and the United States, Nestlé strategically modifies its segmentation, targeting, and positioning tactics. In China, the emphasis is on geographic and cultural variations, adapting items for regional preferences. The targeting strategy encompasses urban professionals, health-conscious consumers, and rural areas, reflecting the broad customer landscape. In the United States, the method is more comprehensive, addressing numerous variables such as age, lifestyle, and nutritional needs. The positioning strategy displays Nestlé's adaptability, promoting itself as a family need, a premium treat, and a source of convenient innovation. Despite the disparities in market dynamics, Nestlé's success resides in its ability to harness global expertise while embracing local subtleties, maintaining its position as a leader in the global food and beverage business.

#### **6.4 Key Success Factors: Flexibility, Innovation, and Cultural Sensitivity**

The success of Nestlé's segmentation, targeting, and positioning tactics in both China and the United States can be ascribed to several fundamental aspects. Firstly, the organisation exhibits flexibility in modifying its strategy to meet the specific characteristics of each market. Secondly, Nestlé's dedication to innovation ensures that its product offers correspond with developing consumer preferences in both regions. Lastly, cultural sensitivity plays a significant part, as Nestlé navigates multiple cultural landscapes, adjusting its approach to resonate with the beliefs and tastes of consumers in China and the United States. These major success characteristics contribute to Nestlé's continuous development and leadership in the global food and beverage business.

## MARKETING STRATEGIES (4 P'S) EVALUATION

### 7.1 Product Strategy

In both China and the United States, nestle adopts a broad product approach, offering a range of dairy products, chocolates, beverages, and ready-to-cook foods. Local tastes impact product variances. For instance, nestle introduces Alpino chocolate in China for the gifting category, harmonising with cultural practices. The table underlines the commonalities in Nestle's product offers and changes in response to local desires.

Product Category	China	United States
Dairy Products	Nestle milk, Nestle slim	Diverse range of dairy products
Chocolates	KitKat, Munch, Éclairs, Polo, Milky Bar, Alpino	KitKat, Munch, and other popular chocolates
Beverages	Nescafe	Nescafe and other beverage offerings
Ready to Cook Foods	Maggi Instant Noodles	Maggi Instant Noodles and other options

### 7.2 Price Strategy

Nestle adopts various pricing tactics in China and the United States, considering factors such perceived quality, competition, and market conditions. Maggi, positioned slightly higher in China for perceived value, contrasted with competitive pricing in the United States (Nestlé Market segmentation, targeting, and positioning, n.d.). The table demonstrates the variances in Nestle's pricing strategy adapted to each area.

Product Category	Pricing Strategy in China	Pricing Strategy in the United States
Maggi (Instant Noodles)	Slightly higher pricing for perceived value	Competitive pricing in line with market trends

Chocolates	Competitive pricing similar to Cadbury	Competitive pricing based on market trends
------------	--	--

### 7.3 Place (Distribution) Strategy:

Nestle's distribution strategy incorporates an efficient supply chain management system, adjusting to local market conditions. In China, the FMCG/CPG channel is prevalent, encountering obstacles in chocolate distribution (Team, 2021). In the United States, nestle focuses fulfilling quality requirements globally, working through intermediaries and experiencing distribution issues in the competitive chocolate industry. The table emphasises the distribution nuances in each market.

Aspect	Distribution Strategy in China	Distribution Strategy in the United States
Sales and Revenues Source	Primarily from European countries (90% of total sales)	Adapted to local market conditions
Distribution Channel	FMCG/CPG channel, involving C&F, distributors, and retailers	Globally operates with emphasis on meeting quality standards
Key Products' Impact on Sales	Maggi and Nescafe play a crucial role in boosting distribution	Focus on acquisitions, zero-waste lifestyle, and responsible sourcing

### 7.4 Promotion (Advertisement) Strategy:

Nestle conducts consistent and inventive promotion methods in both areas, leveraging diverse advertising channels. In China, the corporation has a strong ground presence for brands like Maggi and Nescafe, while in the United States, a holistic approach focuses on a robust product selection. The table demonstrates Nestle's dedication to creative marketing strategies and consistent brand message in both areas (Nestlé Marketing Mix (4Ps) Analysis, n.d.).

Aspect	Promotion and Advertising Strategy in China	Promotion and Advertising Strategy in the United States
Advertising Channels	TV, hoardings, print, online ads	TV, posters, print, online ads

Unique Marketing Ideas	Nescafe tunes, associating Maggi with easy-to-prepare snacks for mothers	Clear marketing message for KitKat: "Have a Break, have a Kitkat"
Emphasis on Quality and Nutritional Values	Focus on quality and nutritional values of products	Consistent emphasis on a strong product portfolio and brand messaging

Nestle's marketing techniques display versatility, employing the 4 P's, in the dynamic marketplaces of China and the United States. The company's ability to modify product offers, pricing, distribution, and advertising to fit local preferences underlines its strategic prowess

## CONCLUSION

The complete study of Nestlé's foreign marketing techniques in China and the United States shows several crucial facts and enables for the formation of theories about the company's effectiveness in navigating varied markets.

- i. Adaptive Resilience: Nestlé's capacity to adapt its tactics to the diverse environmental, social, and economic landscapes of China and the United States demonstrates a remarkable amount of resilience. The organisation identifies and responds to external influences such as political dynamics, social trends, and technology upheavals, emphasizing the need of agility in a dynamic global market.
- ii. Cultural Sensitivity as a Competitive Advantage: Nestlé's success in both markets is backed by a great grasp of cultural subtleties. The organisation tailors its segmentation, marketing, and positioning tactics to line with cultural values and preferences. This cultural sensitivity adds to the building of strong brand loyalty in China and a diverse market presence in the United States.
- iii. Strategic Entry Approaches: Nestlé's entry tactics provide useful insights into the importance of a nuanced approach. The long-term success in China, defined by early entry, political acumen, and relationship-building, contrasts with the dynamic and adaptive entry approach utilised in the United States, where acquisitions and invention played crucial roles. This paradox shows that there is no one-size-fits-all approach to foreign markets, underlining the necessity for strategic flexibility.

- iv. **Competitive Edge through worldwide Expertise and Local Adaptation:** Nestlé's competition analysis underlines its ability to maintain a competitive edge against both local and worldwide rivals. By utilising its worldwide knowledge while adapting to local tastes and preferences, Nestlé promotes itself as a leader in the food and beverage business. This twin strategy of global competency and local adaptation shows important for success in a competitive world.
- v. **Holistic Marketing Mix Integration:** The study of Nestlé's marketing mix (4 P's) demonstrates a holistic and integrated approach to product, price, location, and promotion. The company's skilful handling of product diversification, price strategies aligned with market conditions, efficient distribution, and constant advertising underscores the interwoven nature of these factors in achieving marketing success.

## REFERENCES

- Mui Hung Kee, D., Gan, Z. W., Chan, Y. Q., Lee, H. T., Tan, X. Y., & Lee, S. W. (Year not provided). Customer Satisfaction and Brand Loyalty: A Case Study of Nestlé. Universiti Sains Malaysia, Jalan Sg Dua, 11800 Minden, Pulau Pinang, Malaysia. Correspondence Email: daisy@usm.my. ORCID ID: 0000-0002-7748-8230
- Huang, Z. (2023) “Human rights responsibilities of Nestle Swiss multinational food and beverage company.” Highlights in Business, Economics and Management. Darcy & Roy Press Co. Ltd., 7, April, pp. 257–262.
- Alexander, E., Yach, D. and Mensah, G. A. (2011) “Major multinational food and beverage companies and informal sector contributions to global food consumption: implications for nutrition policy.” Globalization and Health. Springer Science and Business Media LLC, 7(1).
- Sánchez, A. G., Molero, J. and Rama, R. (2016) “Local cooperation for innovation: food and beverage multinationals in a peripheral European country.” International Journal of Multinational Corporation Strategy. Inderscience Publishers, 1(2) p. 107.
- DEMİR, Y. and ISTANBULLU DİNCER, F. (2020) “The Effects of Industry 4.0 on the Food and Beverage Industry.” Journal of Tourismology. Istanbul University, August, pp. 133–145.
- Marin, D. and Verdier, T. (2007) “Power in the Multinational Corporation in Industry Equilibrium.” SSRN Electronic Journal. Elsevier BV.
- Nestle India Ltd Share Price Today - Nestle India Ltd Share Price LIVE on NSE/BSE (n.d.). [Online] <https://www.tickertape.in/stocks/nestle-india-NEST>.
- Topic: Nestlé* (2024) Statista <https://www.statista.com/topics/1439/nestle/#topicOverview>.
- Our leadership team (n.d.) Nestlé Global. [Online] <https://www.nestle.com/about/management>.
- Ching, E. (2022) Fulfilling consumer needs, but at what cost? A case study on the framing of Nestlé. [Online] <https://theses.ubn.ru.nl/items/bb0bc133-63b6-460c-af50-604e98aef6>.

Post, J. E. (1985) “Assessing the Nestlé Boycott: Corporate Accountability and Human Rights.” California Management Review. SAGE Publications, 27(2) pp. 113–131.

Bhasin, H. (2023) Top Nestle Competitors (Updated in 2023). Marketing91. [Online] <https://www.marketing91.com/top-nestle-competitors-across-the-world/>.

Cuofano, W. I. G. (2023) Nestlé Competitors. FourWeekMBA. [Online] <https://fourweekmba.com/nestle-competitors/>.

Nestle SA Peers & Key Competitors - GlobalData (n.d.). [Online] <https://www.globaldata.com/company-profile/nestle-sa/competitors/>.

Berry, L. L., Zeithaml, V. A., & Parasuraman, A. (1983). Quality counts in services, too. Business Horizons, 28(3), 44-52. [Online] Available at: <https://www.sciencedirect.com/science/article/abs/pii/0007681385900084>

Wolf, M. E., Emberger-Klein, A. and Menrad, K. (2023) “From consumer values to attributes of natural health products for concentration and cognition: insights from a means-end-chain study.” International Journal of Pharmaceutical and Healthcare Marketing.

Nestlé’s Expansion into China | Analysis (2023). [Online] <https://www.ukessays.com/essays/management/nestle-company-in-china-management-essay.php>. Emerald, November.

Nestle Competitors and Alternatives (n.d.) Owler Competitors. [Online] <https://www.owler.com/company/nestle/competitors>.

Heartofcodes (2023) Competitors of Nestle | Top Nestle Competitors - 2023. Heart Of Codes. [Online] <https://heartofcodes.com/competitors-of-nestle/>.

Wcs (2023) Top 5 NESTLE Competitors in 2024. What Competitors. [Online] <https://whatcompetitors.com/nestle/>.



LAYMAN, P. L. (1989) “Finland’s Neste Increasing Stake in West European Chemicals Market.” Chemical & Engineering News Archive. American Chemical Society (ACS),

Nestlé Marketing Mix (4Ps) Analysis (n.d.) Edrawsoft. [Online]  
<https://www.edrawmind.com/article/nestle-marketing-mix-analysis.html>. 67(9) pp. 13–15.

Team, M. S. (2021) Nestle Marketing Strategy & Marketing Mix (4Ps). MBA Skool. [Online]  
<https://www.mbaskool.com/marketing-mix/products/16825-nestle.html>.

Nestlé Market segmentation, targeting, and positioning (n.d.) Edrawmind. [Online]  
<https://www.edrawmind.com/article/nestle-segmentation-targeting-and-positioning.html>.

Magni, M., Martinez, A. and Motiwala, R. (2016) Meet today’s American consumer. McKinsey & Company. [Online] <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/meet-todays-american-consumer>.