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**SECTION A**

**1.0 Introduction**

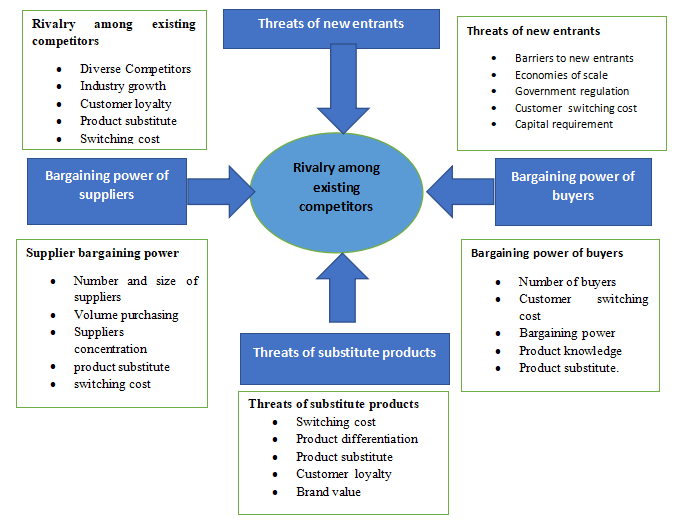
Nestlé Nigeria plc is one of Africa's largest food and beverage corporations (Market, 2014) and a global enterprise (Hill and Hult, 2021). For almost 57 years, Nestlé has delighted Nigerians with high-quality, nutritional meals. With around 2,300 direct employees, 3 manufacturing locations, 8 branch offices, and a Lagos head office, the company produces and promotes Maggi, Milo, Golden Morn, Nescafé, and Nestlé Pure Life (Nestle, 2023). Sales revenue of the company rose 27% to N446,819,260.00 in 2022 from N351,822,329.00 in 2021 (Nestle, 2022).

Furthermore, the study aims to analyze the competitive structure of companies using Porter’s Five Forces model to highlight the attractiveness and profitability of the food and beverage industry as its key market.

**1.1 Analysis of the beverage industry from the view of Porter’s Five Forces Model**

Porter's Five Forces model is extensively used to assess an industry's competitiveness and attractiveness. Threat of new entrants, buyer power, supplier power, substitution threat, and rivalry among established enterprises are the five forces. The intensity of these pressures determines industry profitability (Porter, 2008). Understanding these elements individually and together helps entrepreneurs and firms choose industries and improve their competitiveness (Ole, 2019).

**Porter five forces model**



**Fig. 1.1: Nestle’s Porters Five Forces**

**Image sources: Adapted from Michael Porter HBR,2008.**

* + 1. **Threat of New Entrants (Low)**

New entrants determine whether a firm enters an industry. Rivalry increases in profitable industries with low entry barriers, and earnings fall as more companies battle for market share. Portal (2008) states that a new beverage sector entry needs a lot of **capital requirements** to compete favourably with the existing market. With licensing requirements (NAFDAC, 2023) and raw material access restrictions, **government regulation** (Portal, 2008) can limit or even prevent entry into the beverage business. Air and water pollution standards and product safety and efficacy laws might impose subtle government entrance restrictions. Nigeria has imposed hefty import taxes to defend its beverage industry (NCS,2023). This could dissuade new companies from entering the business. Thus, Nestle must set **high entry barrier** to prevent potential competitors as part of its competitive strategy (Ryu, 2018). Low new entrant threat makes the food and beverage industry appealing and profitable.

**1.1.2 Buyers bargaining power (Medium)**

Full information regarding demand, market prices, and supplier costs gives the buyer more **bargaining power** (Ryu, 2018). With thorough information, the customer may negotiate the best costs and refute providers' assertions of viability threats. Nestle can negotiate price reductions with suppliers and switch to **product substitutes** if it cannot get or be offered the price it bargained for due to its efficient supply chain management of **high-volume** raw material purchases with diverse vendors (Okolo, 2019). This strategic position will enable the company lead in cost leadership and economies of scale (Hill, 2011), lowering prices (Ortega, 2010). The beverage industry has moderate attractiveness and profitability due to buyer negotiating power.

**1.1.3 Supplier’s bargaining power (Low)**

Suppliers with strong bargaining power might sell buyers higher-priced or lower-quality raw materials. The buying firm's profits suffer because it must pay more for materials. However, the **low switching cost** of consumers in the beverage business lowers suppliers' bargaining leverage because there are **multiple suppliers** of the same raw materials (Ayub, 2019). This usually happens when a supplier rejects a buyer's price condition. The buyer may leave the deal and choose another supplier. However, Nestle's **high volume** purchasing strength and global presence can overwhelm suppliers' bargaining power, affecting the quantity of materials to be purchased for economies of scale (Baumers, 2016) and cost reduction. The analysis below demonstrates low supplier’s bargaining power.

**1.1.4 Threat of substitutes (Medium)**

This force is especially dangerous when purchasers can readily find cheaper or superior products with **low or without any switching cost** (Nashiruddin, 2019). As consumer goods are prevalent for daily use, so the threat of substitutes is high due to buyers’ low switching cost to the availability of **product substitutes** (Nashiruddin, 2019). Nestle has used its product differential brand value to compete with its industry rivals. Its health and nutrition goods are a differentiation approach to outperform competitors (Armstrong and Cunningham, 2012), which has increased its market share (Farris, 2010). For instance, Nestle for Healthy Kids is a health initiative for kids and other goods with a balanced diet (Nestle, 2023). The threat of substitutes in the beverage industry is medium however, the market is moderately attractive and profitable.

**1.1.5 Competitive rivalry within the industry (High)**

When there are many rivals, exit barriers are high, industry development is slow or negative, products are not distinctive and can be readily substituted, competitors are equal in size, and customer loyalty is poor, competition is intense (Ariffin, 2019). Over the years, the food and beverage industry has been confronted with stiff competition of prominent beverage companies. The availability of **product substitutes** and many competitors boost competition, which affects industry growth. Customers can **switch easily** to product replacement that meets their tastes and needs. Nestle must differentiate products and deliver cost and price leadership to satisfy price-sensitive customers to stay ahead of the fierce competition (Ortega, 2010). The beverage industry has a poor profit margin and low growth due to severe competition (Hungenberg, 2012; Reuters, 2012).

**SECTION B**

**2.0 Analysis of Nestle from the perspective of Porter’s value chain.**

Porter established value chain analysis for competitive strategy in 1985. The value chain includes incoming logistics, operations, outgoing logistics, marketing and sales, services, infrastructure, procurement, technical development, and human resource management. Value chain analysis identifies chain weaknesses (Baker, 2004) and enhances an organization's competitive advantages (Porter, 1985). Collinson (2020) suggests assessing a company based on profit potential at different value chain phases. This detailed analysis of Nestle's value chain alignment with Porter's framework.

**Porter Value Chain Model**



|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| SUPPORT ACTIVITIES | FIRM INFRASTRUCTURE  **MARGIN**  Quality control mgt. of the firm. - compliance, control unit  Strategic planning process of the company.  Core supply chain solution/ application used by the firm.  Others include, accounting, legal, and general administration | | | | |
| HUMAN RESOURCE MANAGEMENT  Talent search and recruitment process  Training, and motivating its work force.  Create a clear and competitive advantage for the company.  Create conducive workplace conditions.  Staff remuneration  Margin | | | | |
| TECHNOLOGICAL DEVELOPMENT  Managing and processing information through the internet  Protecting the knowledge base of the company  Staying up to date with technological advancement and maintaining technical excellence  Research & development centre  Developing new food technologies | | | | |
| PROCUREMENT  Purchasing of resources & raw materials required for operation.  Optimize the delivery of raw materials up to the factory.  Sourcing of raw materials  Minimize environmental impact in the supply chain process.  Finding vendors and negotiating best prices | | | | |
| PRIMARY ACTIVITIES | INBOUND LOGISTICS  Warehousing  Transportation  Inventory-control  Real-time- information | OPERATIONS  Blending  Roasting  Baking  Conversion  Packaging | OUTBOUND LOGISTICS  Warehousing  Transportation  Collection Storage Distribution systems. | MARKETING SALES  Advertisement  Sales Promotion  e-commerce  Market-research  Point-of -sale  Digital payments | SERVICES  Customer-helpline  Online-services  Warranties  Maintenance  After-sales-services |

**Fig. 2.0: Porter’s Value Chain analysis for Nestle**

**Image source: Adapted from Porter, M.E. (2004), Competitive Advantage, Free Press**

**2.1 Primary Activities:**

**2.1.1 Inbound Logistics.**

Nestle prioritises supply chain management to ensure a steady flow of raw materials and ingredients for its vast range of products. Integrating inbound logistics into the company's operations could boost its value chain. The efficient transmission of real-time information ensures product delivery on schedule (Tuomola, 2014). The supply chain moves raw materials from suppliers to manufacturers, finished goods from manufacturers to distributors, products from distributors to retailers, and customers buying these things. Vân (2018) states that merchants, customers, suppliers, and manufacturers can quickly get supply chain data to track shipment specifics.

**2.1.2 Operations**

Nestle processes raw ingredients into food and beverage products (Grant, 2010). This includes blending, roasting, baking, and packing. Manufacturers spend a lot on packaging design. The Nestle Institute of Packaging Science, the sole food industry research institute, has helped the corporation implement a science-based packaging strategy (Nestle, 2023). The Institute is creating refillable or reusable packaging solutions, simpler or recycled packaging materials, high-performance barrier papers, and bio-based materials to reduce cost, food waste, and product differentiation.

**2.1.3 Outbound Logistics**:

Nestle's broad distribution network facilitates the global accessibility of its products to consumers. The task at hand includes the administration of warehouses, transportation, and the distribution of goods to either retail establishments or directly to consumers (Libertore and Miller, 2016). In order to consistently improve efficiency and environmental sustainability in the distribution process, the company has implemented a strategic approach to optimize distribution networks and route planning across all operational networks. This includes exploring potential enhancements in transportation methods, such as utilizing sea transport and rail as alternatives to road transport. Additionally, the company aims to expand driver training initiatives, focusing on both safety and environs (Nestle,2023).

**2.1.4 Marketing and Sales**

Nestle allocates resources towards marketing and sales endeavour in order to enhance brand visibility and stimulate consumer interest. The activities encompass advertising, sales promotions, market research, and product positioning (Li, 2014). The primary objective of marketing is to consistently satisfy consumers across many locations, thereby establishing trust, and incorporating environmental sustainability into the company's products and brand communication, when appropriate. Nestle's robust marketing capabilities facilitate customer decision-making by means of credible and substantiated communication, while also capitalizing on pertinent touch points such as e-commerce, point-of-sale, and digital payments to enhance sales and minimize expenses (Porter, 2004).

**2.1.5 Service**

Nestle prioritizes post-purchase support. This includes online resources, product warranties, and customer helplines. Nestle prioritizes customer service to boost satisfaction and establish long-term partnerships (Nestle, 2023). Manufacturers automatically collect home and email addresses when customers buy online and use this data to give product updates and new product information. In addition to marketing, this capacity can provide support and information on safe product use, recalls, and maintenance. The firm's services and functions have given its products and services a competitive edge.

**2.2 Support Activities**

**2.2.1 Procurement**

Nestle sourced raw materials and ingredients from global suppliers. It focuses responsible sourcing and sustainable buying to assure ingredient quality and availability while minimizing environmental effect. The corporation uses economies of scale to buy raw materials in bulk from farmers, primary processors, or traders (Baumers, 2016). The company uses local agricultural commodities and promotes supply chain sustainability through Farmer Connect. The “Farmer Connect Programme” (Nestle, 2023), supports farming communities where agricultural raw materials are sourced, provides technical assistance on sustainable production methods, and optimizes raw material delivery to the factory.

**2.2.2 Technology Development**

Research and development help Nestle innovate product formulas, manufacturing, and packaging. This includes creating and enhancing food technologies to match customer tastes and nutritional needs. The Nestle Research & Development Centre (Nestle, 2023) develops new goods and processes and optimizes existing ones to reduce cost and product differentiation (Ortega, 2010). According to Flyverbom (2019), technology like the internet allows companies to collect, filter, and analyse massive amounts of information from many sources almost instantly and support their primary activities in efficiently delivering their tasks and responsibilities, adding value and giving the firm a competitive advantage.

**2.2.3 Human Resource Management**

Nestle sees its workers as one of its most important assets. It focuses on employee motivation (Agwu, 2012), talent acquisition, training, and growth programs to build a skilled workforce. Nestle's HR practices aim to foster a diverse and inclusive culture and make sure employees are engaged and well-trained. Furthermore, the company is building workplace conditions that help all employees take personal responsibility for protecting the environment by encouraging them to apply this policy to their day-to-day activities at work and at home. Finally, the firm is ensuring that environmental sustainability is covered in relevant training, workshops, and meetings to raise the commitment of employees.

**2.2.4 Infrastructure**

Nestle's infrastructure includes strategic planning, financial, legal, and quality management. The above support activities develop and maintain the organizational framework, financial assets, regulatory compliance, and quality assurance needed to assure operational continuity. Deloitte stated in 2023 that Nestle had created a new data solution using agile methods and phased implementation. This method has helped Nestlé optimize its global distribution network. The company has also added more business domains to the service. Sales forecasting, order prioritization, and data pipeline modernization have been resolved to create a cohesive data lake that spans the major responsibilities in the organization.

**SECTION C**

**3.0 Nestle’s VRIO Framework**

The VRIO framework is employed by organizations to assess their resources and capabilities in order to ascertain whether they possess a competitive advantage (Hesternly and Barney, 2014). Furthermore, the framework facilitates the organization in implementing strategies aimed at enhancing operational efficiency and effectiveness, while also enabling the corporation to capitalize on potential opportunities or mitigate external threats (Collinson, 2020). The VRIO system encompasses four fundamental components, namely value, rarity, imitability, and organization.

**VRIO Framework Model**



**Fig.3.0: Nestle’s VRIO analysis**

**Image source: Adapted from Barney and Clark (2007)**

**3.1 Valuable**

Nestlé's supply chain management skills are a key part of making sure that raw materials, production methods, and the delivery of products are always available and run smoothly (Tuomola, 2014). Effective supply chain management helps cut costs, keep quality in check, and meet customer needs, all of which can help a business stay ahead of the competition. The company also puts a lot of money into research and development centres (Nestle, 2023), which leads to new goods and processes and helps it stay ahead of competitors.

**3.2 Rarity**

The health and well-being program of Nestle is potentially considered as a rare function in the VRIO framework. In the beverage industry, the programme is unique and has a competitive edge. It has helped the company become a global beverage leader. Through an established health research and development facility, Nestle has integrated the health and nutrition plan into its product development life cycle innovation (Nestle, 2023). Nestle's wellness initiative goes above industry requirements to meet customers' health and nutritional demands. The company's product includes health assistance and nutritional education for all ages. For instance, Nestle for Healthy Kids is a health plan for kids and other items with a balanced diet. This market approach differentiates the brand or product from competitors (Armstrong and Cunningham, 2012).

**3.3 Imitability**

The Nestle value chain relies on economies of scale due to its enormous market and customer base, which drives price power and cost advantage (Baroto, 2012). This means its cost per unit lowers with production volume. If competitors lack resources, distribution networks, or market presence, they may struggle to replicate this cost advantage. Nestle also invests in wheat and renewable agriculture (Nestle, 2023). It can gain cost advantages by producing raw materials locally at lower prices than competitors. Long-term supplier ties, specialized sourcing processes, and exclusive agreements can make it hard for competitors to copy or match.

**3.4 Organization**

Nestle's management systems and practices cover strategic planning, performance measurement, and talent development. Nestle can exploit its resources and capabilities more efficiently with good management. More crucially, the company's structure integrates roles, decision-making authority, and communication channels (Rezayian, 2005). Effective organizational structure aligns resources and competencies to develop and maintain a competitive advantage.

**SECTION D**

**4.0 The current and future challenges of the external environment of Nestle and the implications on its competitive position in the industry.**

The current external environmental challenges of the company can affect its competitive position in several ways and can be grouped into four categories using the PESL framework for the analysis.

**4.1 Political**

Nigerian politics have been turbulent since 2015's Muhammadu Buhari seized power. Professional protests, political tension, instability, insecurity, terrorism, and agitation have occurred nationwide (Ogunro, 2014). Official corruption rules the nation. The federal government must regulate industry through constitutional policies. Nigeria has alternated liberal and protectionist trade policies. Tariffs, import substitution, and domestic aid are trade policy tools (NCS, 2023). Several government taxes reduce imports and safeguard local firms. The government has also imposed severe controls (NAFDAC, 2023) and high tariffs to discourage food imports since high tariffs are the only way to protect local businesses that cannot compete with imports. Nigeria signed trade policies the multinational corporation has benefited from, but the high exchange rate and foreign currency fluctuation since 2015 may affect its operations (Asenge and Torough, 2020).

**4.2 Economic**

The food and beverage business is vital to Nigeria's economy and jobs. Petroleum contributed for 40% of GDP and 80% of government profits. Unemployment in Nigeria is 33.3% (NBS, 2023). GDP expanded by 3.10% in 2022 from 3.40% in 2021 to $1.085 trillion in PPP terms, but headline inflation rose to 22.79% in June 2023 (NBS, 2023). Greenfield projects climbed 24% to $2 billion in the World Investment Report 2022, but equity divestiture lowered Nigerian FDI flows to -$187 million. The global Bank ranked Nigeria 131st out of 190 economies for ease of doing business in 2020 (Tende, 2014). Our exchange rate is $1 to N820. Poor infrastructure, electrical shortages, and inconsistent economic policy of government have plagued Nigerian companies in recent years. Food makers in Nigeria have struggled to compete since 2015 due to rising unemployment and hyperinflation, lowering the naira's value. Nestle must also address globalization's impacts (Hill, 2007).

**4.3 Social**

Nigeria is multi-cultural and multi-ethnic, with over 200 million people, 70% of whom are youth, and 33.3% unemployment (NBS, 2023). The major tribes are Igbo, Hausa, and Yoruba. The globally dispersed population has different likes, preferences, and cultures for products, services, and communication. The organization must adjust its marketing and communication to each target market's culture and lifestyle. Language adaptation, culturally relevant iconography, localizing flavours, materials, and packaging, and understanding local media outlets are all part of this. Nestle's well-coordinated company policies, processes, controls, and monitoring systems assure high-quality products and prevent health concerns from handling, preparation, and storage along their value chain. However, the company's success rests on its ability to anticipate client requirements and produce high-quality, competitive, relevant, and innovative products like low sugar for healthy lives.

**4.4 Legal**

Nigeria returned to democracy since 1999. Abuja, the capital, makes foreign treaty and commercial policies. WTO, European Free Trade Area, African Continental Free Trade Area, and WTO Agreement on Trade-Related Aspects of Intellectual Property Rights are Nigeria's trade organizations and treaties. The agreements create a continental customs union to speed up trade, encourage long-term investment, and allow business travellers and investments to move freely. However, the country has shielded its indigenous sectors against importation to keep youth jobs. Nigeria raised import charges on select imported foods to protect and support local industry (Hill and Hult,2021). However, well-meaning Nigerians have recently criticized the legal system for its inconsistencies in interpreting and dispensing justice. Fair and speedy legal resolutions may be problematic (Ogunro, 2014). This could impact business and product demand.

**To this end, however, the potential challenges of the external environment that may or are likely to confront the firm in the future include:**

1. Uncertainty in the economy. Economic survival is a challenge for Nigeria. The 2022 Nigeria Bureau of Statistics and World Bank economic study shows that if the government doesn't revitalize the economy, Nigeria's situation may worsen. Consumers may cut back on spending, save money, and choose cheaper alternatives during economic uncertainty. This could hurt hurt the company’s sales and profits levels.
2. Currency fluctuations and rising input costs. The volatility in the prices of raw materials importation, high exchange rate, ingredients, and energy can have an impact on the production costs of the company, which may have implications for the company’s pricing strategy.
3. Social and political instability. Nigeria is facing several obstacles and social vices, including political tension, agitation, insecurity, kidnapping, high unemployment rate, and economic disparity. Such nnegative inclinations can disrupt supply chains and distribution networks and affect the general operations of the firm.
4. Regulatory changes. Regulatory modifications pertaining to food safety, labelling, advertising, and health claims possess the potential to exert an influence on the operational and marketing strategies of Nestle Nigeria.

**5.0 Conclusion**

In conclusion, Nestle must assess their business environment to react to competition and innovation. In the competitive beverage industry, the company must work hard to control sudden competition from new entrants, which could affect profits. The company must sell high-quality, inexpensive goods to survive. Competitiveness methods help firms compete in the industry. Therefore, businesses needed flexible prices, solid marketing strategies, and great customer service. Finally, the corporation must adjust its competitive strategy to meet future and current external difficulties.

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