**Business Continuity Management**

**Business Continuity and Disaster Recovery Plan**

**Group 4 - Nestlé**

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**Index**

[1. Introduction 2](#_Toc152761820)

[1.1 Nestlé: Good Food, Good Life 2](#_Toc152761821)

[1.2 Key Points 2](#_Toc152761822)

[1.3 Services 2](#_Toc152761823)

[2. Potential Disasters That Can Impact Nestlé’s Operations 3](#_Toc152761824)

[2.1 Heavy Dependence on Cote D’Ivoire 3](#_Toc152761825)

[2.1.1 Risk Assessment for Cote d'Ivoire Sanctions 3](#_Toc152761826)

[2.2 Junk Food Law Application in U.S. And Canada 4](#_Toc152761827)

[2.2.1 Risk Assessment for Junk Food Law in US and Canada 4](#_Toc152761828)

[2.3 Targeted Attack in Supply Chain Management System 5](#_Toc152761829)

[2.3.1 Risk Assessment for Blockchain Vulnerability 6](#_Toc152761830)

[2.4 Involvement in Geopolitical Issues such as Support for Israel 6](#_Toc152761831)

[2.4.1 Risk Assessment for Nestlé's Support for Israel causing Protests 6](#_Toc152761832)

[3. Strategy Development 7](#_Toc152761833)

[3.1 Strategy/Strategies for Heavy Dependence on Cote D'Ivoire 7](#_Toc152761834)

[3.1.1 Alternative Sourcing in Different Countries 7](#_Toc152761835)

[3.1.2 Alternative Sourcing for Substitute Product 8](#_Toc152761836)

[3.2 Planning for Blockchain Disruption 9](#_Toc152761837)

[3.2.1 Disaster Recovery Plan for Nestlé’s Supply Chain Management System 9](#_Toc152761838)

[3.2.2 Business Continuity Plan for Nestlé’s Supply Chain Management System 10](#_Toc152761839)

# Introduction

## 1.1 Nestlé: Good Food, Good Life

With a rich heritage spanning over 150 years, Nestlé is a publicly traded global food and beverage giant headquartered in Switzerland. The company has a deep-rooted legacy in the food and beverages industry and is one of the largest and most wide-ranging food and beverages companies across the world, with operations across locations spanning 188 countries (Nestlé: About Us, 2023). Nestlé has one of the largest workforces in the world, around 275,000 staff including contractors. It is also one of the most geographically diverse food companies, with over 344 factories spread across 77 countries. The company started with the foundation of the Anglo-Swiss Condensed Milk Company (Understanding Nestlé, 2023).

## 1.2 Key Points

Founding Year: 1866

Headquarters: Vevey, Switzerland

Founder: Henri Nestlé

Revenue: CHF 94.4 billion (2022), (Nestlé: About Us, 2023) (Understanding Nestlé, 2023)

Company purpose and core values: Nestlé is guided by one very specific and core purpose, which is to unseal the power that food possesses, to revitalize lives for everyone, both now, and for coming years (Nestlé: About Us, 2023).

Embedded in Nestlé is the concept of respect as a core driver of their effective office culture and systems of work. They have strong pride in stressing a method of respect for themselves, others, diversity, and future generations (Nestlé: About Us, 2023).

## 1.3 Services

Nestlé offers a variety of products to meet the diverse requirements of customers, catering to a large customer base from formula babies to the old-aged. This category will include cereals, baby food, chocolates, coffee, culinary products & plant-based foods (Nestlé: Brands, 2023). They also have dairy capitulated products, ice cream, chilled, frozen products and nutritional products. Included in the list of Nestlé’s famous brands are Nescafe, Toll House, Kit-Kat, Nespresso, Milo and Maggi (Nestlé: Brands, 2023).

Nestlé’s beverages line is also wide; for instance, Nescafe: the coffee, tea, Nestlé Pure Life: the bottled water, and Nestum which is Nestlé’s nutritional drink. Pet food and pet related products are sold to consumers under well-known brand names such as Purina (Nestlé: Brands, 2023).

Services offered by the organization mainly revolve around the creation, production and distribution of consumable goods.

* One of Nestlé’s service-focused activities is its facility of nutrition research and innovation (Nestlé: Programmes & Services, 2023). To be more specific, Nestlé primarily develops the products that are required for consumer health needs that include infant nutrition, health science and performance nutrition etc.
* Company also provides nutrition education along with partnership and promotion of healthy eating habits with hundreds of partners across the globe (Nestlé: Programmes & Services, 2023).
* In an effort to making healthier & tastier choices available to their customers, it is reducing the amounts of sugar, salt and saturated fats in its foods and at the same time adding more fibers & whole grains along with essential nutrients (What products does Nestlé sell?, 2023).
* Nestlé Business Services North America (NBS NA) provides service support to a variety of companies, including procurement operations, accounts payable, travel and expense, and human resources specific services to support the financial commitment and operations of one or more of the four Nestlé businesses (Nestlé Business Services: NA, n.d.).

# Potential Disasters That Can Impact Nestlé’s Operations

Nestlé being a food and beverage company involved in many aspects of raw material sourcing, production and distribution is exposed to a diverse range of risks spreading across natural disasters, supply chain disruptions, cybersecurity, social impact, environmental impact, geopolitical, pandemic, operational and technical risks. Potential risks Nestlé should pay attention to in the current state of society include:

## Heavy Dependence on Cote D’Ivoire

A possible sanction to Cote D’Ivoire would expose Nestlé to 72 percent loss of its Cacao supply (Nestlé, 2019). Côte d'Ivoire is the world's largest producer of cacao, and any disruption in the country’s political, economic, or social conditions could have a substantial impact on Nestlé's cacao supply chain (Bhutada, 2020). Sanctions, whether for political reasons or international actions, could disrupt trade and business activities, leading to a potential loss of Nestlé's cacao supply from the region. Causing the company to rely on 28% of its cacao suppliers - which is highly inefficient considering the fact that Nestlé is a highly globalized company serving 188 countries with its wide array of products (Nestlé, 2022). Out of which cocoa is found in many of the company’s products at different ratios up to 70% (Nestlé, 2021).

### 2.1.1 Risk Assessment for Cote d'Ivoire Sanctions

This risk is marked as low probability, high impact risk. The loss of 72 percent of cacao from Cote d'Ivoire, a significant supplier for Nestlé, would have a severe impact on production. However, the probability is considered low as international sanctions on such a scale are infrequent. Scenario Analysis for sanctions in Cote d'Ivoire will help with strategic planning.

Conducting a Financial Impact Analysis by assigning monetary values to potential losses will allow Nestlé to quantify the financial impact. This could involve estimating the revenue loss due to decreased cacao production and additional costs associated with finding alternative sources.

Qualitative data can be gathered by conducting interviews with experts in international relations, political science, and the cocoa industry to gauge the political climate and likelihood of sanctions. Stakeholder surveys can be used including farmers, local communities, and NGOs, to understand their perspectives on the political situation.

Reviewing Nestlé's financial reports can help quantify the contribution of cacao-related products to overall revenue and understand the financial impact of a potential disruption in the cacao supply chain. A cost estimation for alternative resources including transportation costs, quality assurance expenses, and potential changes in product pricing will give quantitative data for the risk.

***Financial and Operational Impact***: The company supplies the majority of its Cacao from one source, which can cause potential loss of revenue due to decreased production. The supply chain disruptions can cause increased costs for sourcing from alternative regions.

## Junk Food Law Application in U.S. And Canada

In the same way that the Junk food law was passed in Columbia and Mexico. A similar regulatory change could be experienced in the United States, Canada, other regulatory inclined countries that Nestlé serves. This typically includes regulation and policies aim to restrict the availability and/or marketing of unhealthy, high-calorie foods and beverages (Taillie et al., 2019). They often include measures such as limiting the sale of sugary drinks in schools, requiring calorie labeling on menus, or imposing taxes on certain unhealthy food items. Bills are in motion in Canada to this effect (Song & Konarski, 2022).

### 2.2.1 Risk Assessment for Junk Food Law in US and Canada

This risk is marked as low probability, low impact risk. The impact is low since the same regulatory changes will apply to all the competitors and market share will not change drastically, while the probability is also low as implementing similar laws to those in Columbia and Mexico would require significant legislative changes in the US and Canada.

To quantify the costs associated with compliance, including production cost increases and regulatory compliance expenses, a Cost-Benefit Analysis can be conducted.

|  |  |
| --- | --- |
| **Costs to Nestlé** | **Benefits to Nestlé** |
| Production Cost Increases: Reformulation costs for healthier alternatives. | Adaptation and Innovation Opportunities: Development of new, healthier products may open up new market segments. |
| Regulatory Compliance Expenses: Hiring regulatory experts, product testing. Adapting manufacturing processes to meet standards. | Enhanced Corporate Image: Positive perception as a socially responsible company committed to health. |
| Repackaging Costs: Redesigning and reprinting packaging materials. | Market Differentiation: Differentiating Nestlé in the market by offering a range of healthier options |
| Potential Taxation: Financial impact of taxes on unhealthy items | Global Alignment: Streamlined operations across countries if regulations align globally. |

While the financial and operational impacts are likely to be negative in the short term due to increased production costs and compliance expenses, the long-term benefits, such as a market differentiation and entry to new markets, could outweigh these initial challenges. The success of the cost-benefit analysis would depend on the specifics of the regulatory changes and the ability of Nestlé to adapt and innovate within the new framework.

***Financial and Operational Impact:*** Since this regulatory change might cause more taxation, the production cost of the final goods will increase, and this can cause a decrease in profits. Also, costs associated with repackaging and regulatory compliance will be factors as well.

## Targeted Attack in Supply Chain Management System

In the evolving world of technology, Nestlé supply chain management system is a major area for targeted attack that can destabilize the entire company’s operations and business continuity. For example, as a big company, Nestlé adopts block chain inventory management - a distributed ledger that maintains an unchangeable, safe, and transparent record of your operations by documenting and verifying each exchange and action in your supply chain (LinkedIn, 2023) - system to leverage with its ERP and CRM systems.

* Hackers exploit weaknesses in the Nestlé’s blockchain or supply chain management system, would cause alterations of critical data related to the origin, quality, or safety of raw materials.
* The attack would allow for the creation of fraudulent entries in the blockchain, creating a false trail of the product's journey from source to final product.
* Nestlé, unaware of the manipulated blockchain data, may unknowingly distribute products with compromised quality or safety, posing risks to consumers.
* Identifying the extent of the manipulation and rectifying the supply chain data would require extensive efforts, causing operational disruptions and delays.
* Nestlé's partners and consumers may lose trust in the integrity of its supply chain, impacting relationships with suppliers, distributors, and end consumers.

### 2.3.1 Risk Assessment for Blockchain Vulnerability

This risk is marked as low probability, high impact risk. The impact on the integrity of the supply chain is deemed high, as tampering with blockchain data could lead to severe disruptions and compromised reliability. The associated risks include high potential for consumer health hazards, operational disruptions, loss of trust, and significant damage to Nestlé's reputation. Quantitatively, financial implications include high costs from product recalls, potential legal fines, supply chain recovery efforts, potential loss of market share, and considerable investments in cybersecurity.

To gather qualitative data including the impact on trust, reputation, and relationships within the supply chain, Scenario Analysis can be used where creating hypothetical scenarios of targeted attacks on the supply chain can allow for a nuanced exploration of potential outcomes and consequences.

To gather quantitative data, a financial impact analysis can be beneficial as it would help estimate and quantify the potential financial losses associated with the attack, including costs of product recalls, legal fines, supply chain recovery efforts, and cybersecurity investments. This approach can provide a tangible basis for evaluating the severity and level of the impact and prioritizing risk mitigation strategies based on their potential financial implications.

***Financial and Operational Impact:*** A targeted attack on Nestlé's supply chain management system has the potential to incur high financial costs from product recalls, legal fines, supply chain recovery efforts, and cybersecurity investments. Operationally, the impact is high, leading to disruptions, delays, and a significant loss of trust and relationships within the supply chain.

## Involvement in Geopolitical Issues such as Support for Israel

Nestlé's involvement in geopolitical matters, particularly showing support for Israel, introduces a risk associated with potential protests from Muslim-majority countries and customers. The global geopolitical landscape, marked by different cultural, religious, and political perspectives, poses challenges for multinational corporations like Nestlé. This risk stems from the possibility of consumer backlash and protests in regions where sentiments regarding geopolitical issues, especially those involving Israel, are strong.

### 2.4.1 Risk Assessment for Nestlé's Support for Israel causing Protests

This risk is marked as high probability, low impact risk. While the impact on Nestlé's business might be low due to diverse customer bases all over the world, the probability is high given the sensitivity of geopolitical issues lately and potential for consumer backlash.

Using data analytics to measure brand sentiment quantitatively can provide insights into the financial and reputational impact.

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| **Data Source** | **Metrics** | **Purpose** |
| Social Media Analytics | Volume of Mentions | Track online awareness |
| Customer Surveys | Polls and Surveys | Gauge customer opinions on geopolitical issues |
| Financial Metrics | Sales Data and Stock Price | Analyze regional sales for fluctuations and monitor shareholder confidence |
| Media Coverage | Media Monitoring | Track news articles and editorials |
| Customer Behavior | Purchase Patterns | Identify changes in customer buying behavior |
| Employee Feedback | Internal Surveys | Gauge employee sentiment and potential impact |

***Financial and Operational Impact:*** This can cause a possible short-term decrease in sales. It can affect the brand image and can have potential long-term effects on market share.

# Strategy Development

In this part we will develop strategies for the risks of heavy dependence on Cote D'Ivoire and targeted attack in supply chain management system. These risks require planning as they are assessed as the low probability with a high impact.

## 3.1 Strategy/Strategies for Heavy Dependence on Cote D'Ivoire

### 3.1.1 Alternative Sourcing in Different Countries

Based on the risk and impact analysis, cocoa sourcing has a risk of becoming a single point of failure which can cause a disruption in chocolate- confectionery and beverages productions. To minimize the heavy dependence on Cote D’Ivoire, Nestlé needs additional cocoa bean sources. The potential as a new source can be Cameroon, Nigeria, Indonesia, and Papua New Guinea. These countries are the largest cocoa producers in the world respectively ranks as the 4th 5th 6th and 8th (Shahbandeh, 2023).

**Objective:** Ensure a stable and diversified cocoa bean supply chain to mitigate the risk of disruptions and minimize dependency on a single source, particularly Cote D’Ivoire.

**Risk Assessment and Contingency Planning:** Threats like political instability, climate change, socio-economic issues, and logistical challenges in Cameroon, Nigeria, Indonesia, and Papua New Guinea will be assessed. Contingency Plans for each country, exploring alternatives or backups to ensure uninterrupted supply chains in case of disruptions, will be developed.

**Building Relations with Alternative Supplier:** Robust relationships with cocoa bean suppliers in each country will be established, emphasizing fair trade practices, sustainability, and quality standards. Suppliers will regularly be assessed and monitored to ensure alignment with Nestlé’s cocoa bean requirements. clear and flexible contractual agreements will be developed.

**Crisis Management and Response:** Comprehensive Emergency Response Plan will be crafted including immediate actions for sudden disruptions, encompassing rapid communication, activation of alternate supply routes, and swift decision-making protocols.

### 3.1.2 Alternative Sourcing for Substitute Product

Ghana and Ivory Coast are the two countries who respond 66% of global cocoa demand (Swiss Platform for Sustainable Cocoa, 2023). So diversifying sourcing location is a limited solution as there are limited options to get cocoa bean. Therefore, substitute product studies are required for cocoa beans. Scientists have been trying to discover a solution since it is also anticipated that cocoa bean yields would not be able to match the need for chocolate in the coming years. (Peak Scientific Instruments, 2023). Planet A Foods, a start-up from Germany, presents what they assert as the chocolate ingredient brand produced without employing a cocoa bean (FoodIngredientsFirst, 2023). Nocoa represents a revolutionary ingredient concept designed to seamlessly substitute the sensory delight of cocoa. It comprises a completely non-cocoa composition achieved through the fermentation and roasting of oats and sunflower seeds (FoodIngredientsFirst, 2023).

**Objective:** To explore and integrate substitute products as alternatives to cocoa beans, aiming to diversify sourcing options and mitigate dependency on limited cocoa availability.

**Research and Evaluation:** Potential substitute products for cocoa beans will be explored through in-depth research, considering taste, quality, availability, and market viability. Nocoa is an example of substite products and Nestlé can allocate a budget for research and development of similar ingredients that can replace cocoa bean. Rigorous testing and consumer preference studies are required to assess the suitability of identified substitutes.

**Partnership and Supply Chain Integration:** Establishing partnerships or collaborations with potential substitute product suppliers, such as Planet A, could be another approach to achieving that objective, particularly focusing on quality and consistency.

**Market Adoption:** Depth market research will be conducted to understand consumer preferences and market demand for products made from substitute ingredients. Pilot launches or limited releases of substitute-based products will be initiated in selected markets to analyze consumer response and gather feedback.

**Production Integration:** Comprehensive scale-up strategy by partnering with suppliers to expand the production capacity of selected substitute products will be implemented, aligning with Nestlé’s growing demand. Simultaneously, production processes will be adapted and refined to integrate substitute ingredients into chocolate and confectionery manufacturing, ensuring a smooth transition and maintaining product quality throughout the manufacturing cycle

**Continuous Improvement and Innovation:** Allocation of resources for ongoing research and development is important to enhance the quality, taste, and versatility of substitute products. Establishing a reliable feedback mechanism is another important aspect of improvement and innovation.

**Risk Mitigation and Contingency Planning:** Mitigate risks through a diversified approach, exploring various substitute products and alternative suppliers to ensure a resilient supply chain. Develop contingency plans to tackle issues like supply shortages, quality concerns, or unforeseen market shifts connected to substitute products.

**Compliance and Sustainability Initiatives:** Maintain regulatory compliance by adhering to standards for substitute-based product production and marketing. Prioritize sustainability by emphasizing eco-friendly practices in sourcing and manufacturing substitute ingredients, aligning with Nestlé's sustainability objectives.

## 3.2 Planning for Blockchain Disruption

### 3.2.1 Disaster Recovery Plan for Nestlé’s Supply Chain Management System

Purpose: This disaster recovery plan's objective is to guarantee that, in case of an attack, Nestlé's supply chain management system including hardware, software, data and associated services can be restored quickly and efficiently.

Goals:

* Based on the minimum acceptable level of business continuity, to restore critical supply chain operations.
* To make sure that mission critical activities continue
* To maintain data integrity and availability of critical information

Disaster Recovery Plan:

* Implement cybersecurity protective technologies to the Supply Chain Management System such as firewalls, intrusion detection systems, intrusion prevention system.
* Form a Disaster Recovery Team comprising IT, supply chain related departments, operational departments.
* Evaluate all the operations and data within this Supply Chain Management System and identify critical operations, data and map interdependencies.
* Set up a regular backup schedule for critical operations and data and test them regularly. For critical operations, use dual system as backup server.
* Make communication systems available.
* Create a communication strategy to guarantee reliable and up-to-date data is shared during emergency events.
* Let the disaster recovery team to communicate and initiate disaster recovery procedures
* Provide containment by isolating the systems that are being attacked to limit its effects.
* Use the most recently verified backups to restore the Supply Chain Management System.
* Test the functionality and security of the system and verify the integrity
* Continuously give updated information to stakeholders inside and outside of the company during the recovery process.
* Based on the vulnerability that the company discovered as a result of the attack, use regular reviews to update and improve disaster recovery plans and procedures.
* Set up training schedules for users of the Supply Chain Management System to increase their awareness of possible attacks and what to do in case it happens again in the future.

### 3.2.2 Business Continuity Plan for Nestlé’s Supply Chain Management System

If Nestlé's Supply Chain Management System fails, vital operations may be affected, causing supply chain issues.

The goal of business continuity planning is to mitigate these interruptions by putting plans in place that guarantee the organization can carry out its core functions even in the event of crises or failures.

Business Continuity Plan:

* Implement cybersecurity protective technologies to the System such as firewalls, intrusion detection systems, intrusion prevention system. Test the System regularly in terms of vulnerabilities and train the users about cybersecurity.
* Provide physical security with access controls, CCTV cameras, alarms etc.
* Define critical processes.
* Define alternative suppliers and sign agreements with them so that in case of disruption in the System, you can easily implement the agreement.
* Maintain emergency standby stock for critical materials and regularly monitor the expiry dates and refresh the stock accordingly.
* Duplicate the critical data to cloud-based platforms and make use of remote desktop programs so that employees can connect their PCs and cloud platform from home when needed.
* Create strategies for temporarily reducing operations while preserving critical functions and getting everything ready for an easy transition back to regular operations.
* Evaluate termination options for the products that are highly dependent on this system as the system breakdown can affect overall operational efficiency. This will allow the company to focus on other feasible products.
* Have alternative production partners so that in case Nestlé cannot produce, these third-party manufacturers can produce for Nestlé.
* Based on the critical processes, develop emergency protocols which define bypass arrangements by maintaining minimum acceptable standards.
* Evaluate insurance policies to cover some risks effectively.
* Ensure data backup is done regularly.
* Develop a communication plan inside and outside of the company.
* Conduct regular testing and update BC Plan accordingly.
* Train employees in the related plans and procedures.

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