

Hungarian University of Agriculture and Life Sciences

**ORGANIZATIONAL ADAPTATION AND
PERFORMANCE OF BREWING FIRMS IN
SOUTH-EAST, NIGERIA.**

Dr. Kovács Attila

Beredugo Moses

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ABSTRACT

This study examined the organizational adaptation and performance of brewing firms in South-East Nigeria using a survey method. The objective was to investigate the marketing strategies used by brewing companies to withstand competition, operation strategies to meet consumer preferences, internal and external factors affecting performance, and enabling methods for survival amongst rivals. The study was anchored on the SWOT and CSF's models. The findings revealed that the brewing industry is highly competitive, and firms implemented various strategies such as online advertising, influencer marketing, and partnerships to remain in business. Internal factors like organizational structure, management practices, and employee skills, as well as external factors like economic conditions and government regulations, affected performance. Additionally, availability and cost of raw materials impacted performance. To survive, brewing firms had to use strategic pricing, cost-cutting measures, innovation, and partnerships to improve their competitive position. In conclusion, organizational adaptation strategies have a significant impact on performance rate in the brewing industry in South-East Nigeria.

1 Introduction

This study was split into three chapters. Chapter One provided a broad overview of the study, i.e., it discussed the research context, problem statement, research question, objectives, and contribution to knowledge and provides an overview of Nigeria's situation, including the macro economy, labor system, and infrastructure.

Chapter Two discussed in full the review of relevant and critical literature and provides the conceptual foundation and theory upon which the research was conducted. The principle behind this is to critically analyse previous research and call attention to the trends that have emerged. The research questions and objectives were covered in the literature review. It also provided definitions and descriptions of strategy (competence, commitment, coordination, and environment), corporate entrepreneurship, and organizational performance.

Finally, it discussed the gap and addresses the shortfalls in the previous literature. The philosophical assumptions of the research methodology were discussed in Chapter Three, which disclosed the methods used in evaluating all samples, the data collected, and the method of analysis.

1.1 Background to the Study

Various definitions have been ascribed to the word organization. An organization is made up of an entrepreneur organizing various production factors, such as land, labor, capital, machinery, etc directing them toward productive activities. The product then travels through various agencies to consumers (Vankatesh, 2015). Organization is further described as the process of organizing as implied in social entity formed by a group of people. Organization viewed as a social process emphasizes the function that people perform (what people do). An organization is a method or structure that aids in the effective performance of activities. Additionally, the structure entails methodically allocating resources to each endeavor's predetermined objectives (Nageshwar, 2019). According to Chris (2021) an organization should refer to creating the administrative machine since the word organization is used to refer to the creation of the organization or the outcome of the administrative structure. He further stated that organization has to do with determining what actions are necessary to any objective and

arranging them in groups which may be assigned to persons. Organizations are set up to achieve purposes that individuals cannot achieve on their own. So, organizations then provide a means of working with others to achieve goals that are likely to be determined by whoever is in the best position to influence them. Louis Allen defined organization as the process of identifying and organizing work to be done, defining and allocating responsibility and authority, and forming connections to enable people to work together in the most effective way possible to accomplish goals. According to Allen, the organization is a tool for achieving organizational objectives. Every person's job is specified, and the authority and responsibility for carrying it out are set (Priyakshi, 2020). A perfect example of an organization is a Brewery.

The history of brewing in Nigeria can be traced to 1946. In 1946, Nigeria brewery limited was incorporated the following the end of the World War II. Although the company was to be involved in the manufacturing and marketing of a range of mineral waters; it was primarily to brew larger beer. Back then, beer of different brands from different countries were being imported into Nigeria before World War II. Germany, France, England and the Netherlands were the main exporters in this order, in terms of quantities imported. The mainland European countries produced larger beer while most of English beer unsuitable for the topic because of its short shelf life. English beer that was imported into Nigeria was consumed by British colonial officials. As one commentator put it, when such beer arrived in Lagos, say on a Friday, it was rushed to the Ikoyi Club and the Motor Boat Club, where most of it was consume within three days, since its taste began to deteriorate in the heat thereafter, in the year before 1945, the majority of beer drinkers were the Europeans in Nigeria, though Nigerians gradually begin to acquire a taste for European beer.

Addition, as the years passed, so the demand for beer grew as more Nigerians joined the beer-drinking population. The leading European trading companies is the United African Company (UAC), itself a subsidiary of Unilever Ltd: Companies Francaise de l' Afrique Occidental; John Holt and Company (Liverpool) Ltd; G. B. Olivan Societe Commercialede l' Quest Africa (SCOA) Paterson Zochonis & Company Ltd. Union Trading Company (UTC) a Swiss Company were in main importers and distributors of the European beer which came into Nigeria, beer being just one item in the list of goods they traded across West Africa. The quality of the beer imported into Nigeria and Africa was compared to the standard that we have become

used to. This was function of the state of the technology that was available in those years. The quality continued to improve from the 1920s and 30s as the brewing technology improved. Whatever quality had been attained before World War II was adversely affected by the war. This was because the war often resulted in loss of materials being transported on the high sea for use in the brewing industry in Europe, England included.

Consequently, although the fight was forces consumed large quantities of beer, the quality of that beer was not as good as it would otherwise have been. Indeed, some informants spoke of harsh beer which came into Nigeria from the Belgian Congo during the war years. This issue of low-quality beer in the war years was to affect the perception of the quality of Nigeria's first indigenous beer when this was produced in 1949. Existing published accounts the foundation of Nigeria Breweries usually go back to 1938 as the year discussions begin led by UAC about the desirability of establishing a brewery in Nigeria, John Hunt, who joined the Breweries Department of Unilever in 1952 and retired after thirty years. The decision to build a brewery in Lagos having been taken, UAC had to work out the modalities it had no beer brewing experience or expertise in Africa.

In the post-World War II years, the leading beer brands in Nigeria came from continental Europe not Britain. The beer drinkers in Nigeria can thus be said to have acquired a taste for continental European beer rather than for British beer, despite fact of Nigeria being a British colony. This reality may well have informed UAC choice of Heineken a technical partner for the brewery venture. On 2 June, 1949, Nigerian produced her first beer in Nigeria lager. The brand name chosen was STAR. History had been made. The first brewery in Nigeria had begun production. Also, the managements concern had increased on how to keep employees motivated on the job (Mitchell, 1973). Employers used a wide range of motivational techniques including monetary incentives, goal setting, job enlargement, behavior modification, participation, award and recognition plans, discipline, and counseling. Imbibing the above techniques and more resulted into a better organizational performance.

Performance was described by Folan et al. (2007) as the efficacy or competency of a person or item in acting, as well as the capabilities, productivity, or success of a machine, product, or person when assessed against a standard. Business performance, which is closely tied to

commercial effectiveness, is determined by the ability of a company to implement optimal organization to offer a product or service that meets the expectations of consumers and customers (Riberolles, 2021). Job performance is defined as the individual's capacity to carry out the tasks required by his or her functions while utilizing the resources at hand (Moreira et al., 2022). Motivations to work hard and high motivation means greater efforts and higher performances (Mitchell, 1982). Thus, it can be said that motivation is to push workers towards improved performance and increased productivity (Tung, 1981).

Employee motivation includes any action of a company that aims to positively influence the willingness of employees to perform (Gomathy, 2022). According to Weihrich H., Cannice M & Koontz, H. (2008), motivation to employees can either be in the form of intrinsic or extrinsic rewards. Intrinsic rewards may include a feeling of accomplishment or self-actualization. Extrinsic rewards include benefits, recognition, status symbols and money. A reward is compensation an employee receives from an organization in exchange for his services referred to that organization (Daniel & Cross, 2019). It is used in employment to refer to monetary gains in return for an individual performance at work. There is the need for incentive plans in organizations. These incentive plans may be based on piecework, sales commission, merit pay, bonus plan, profit or gain, sharing, and stock option. It is necessary to note that the reward pay may be based solely on individual, group and organizational performance. Dr. Melletus Uchechukwu Agbo, Meruo Emmanuel Okeoma (2020) asserts that organizational culture in form of a factor had a great influence on the productivity of employees in organizations which leads to better performance and profitability organizations.

Based on the foregoing, this study seeks to explore organizational adaptation and performance of brewing firms to ascertain whether or not operational strategies guarantee the survival of a firm as well as causative factors which may influence a firms' performance.

1.2 Statement of the Problem

Competitive strategy is about being different. It means deliberately choosing different set of activities to deliver a unique mix of value. In a competitive strategy, the business has great value in recognizing the skills and businesses that need to attract customers and their comprehensive

options to improve their position in the market (S, 2020). A company that is considered to be world class recognizes that its ability to compete in the market depends on developing an operations strategy that is properly aligned with its mission of serving the customer. The major competitive dimensions that form the competitive position of a company includes; cost, product quality and reliability, delivery speed, delivery reliability, coping with changes in demand, flexibility and new product introduction speed. The ability of the brewing company to identifying what the priority choices are, and in understanding the consequences of each choice, and in navigating the ensuing trade-offs will determine their performance rate in the industry. There are internal and external environmental factors that also play a vital role in influencing organizations' performance and are the key to the success or failure of firms. These factors can work together and influence each other to have an effect on business operations. The external environment is the unpredictable force outside an organization that is beyond the organization's control. It can constrain firms from functioning effectively and properly. However, turbulent environmental times bring threats and opportunities. Organizations evaluate these surrounding opportunities and threats by looking externally. For example, political, technological, economic, and social factors have more effects on the economy rather than just the performance of organizations. While organizations can have control over the internal environmental issues in which they operate. The stakeholders deem what is appropriate by modifying or adjusting the internal factors. Capabilities and resources are composed of an internal environment in which an organization assesses, analyses, and identifies its weaknesses and strengths. These internal environment may include, new equipment, staff attitudes, work force, and strategies.

According to Eromafuru (2011), in the modern word, the ultimate test for industry or market leadership is how well a company achieves a dramatic improvement in contemporary measure of organizational performance by product or service augmentation. The implication of this is that what is relevant in business transaction is the resultant outcome in terms of turnover, profit or return in investment. Subsequently, organizations and their managers are tended to be judged in terms of business outcomes as turnover, profits, return in investment, in terms of their agreed departmental or unit objectives and in terms of how they have performed generally in carrying out their responsibilities as stated or implied in their job description, the terms goal and objectives need be examined.

This brings forth integral questions: What are the various marketing strategies used by brewing companies in withstanding competition in the industry? To what extent are strategies designed to meet futuristic preferences of consumers? What are the enabling methods for the survival of a brewing companies amongst its rivals? Though seemingly simple on the surface, these questions open up a discussion that digs deep into the underlying thinking of researchers.

1.3 Objectives of the Study

The purpose of this study was to assess organizational adaptation and performance of brewing firms in south-east, Nigeria. In more particular terms, the following objectives were targeted:

1. To find out various marketing strategies used by brewing companies in withstanding competition in the industry.
2. To find out the operation strategies designed to meet futuristic preferences of consumers
3. To examine both internal and external factors affecting the performance rate of Nigerian brewing companies.
4. To evaluate enabling methods for the survival of brewing companies amongst rivals.

1.4 Research Questions

To help realize the objectives, the following research questions were framed to guide the study:

1. What are the various marketing strategies used by brewing companies in withstanding competition in the industry?
2. To what extent are strategies designed to meet futuristic preferences of consumers.
3. What are the factors that influence performance rate of Nigerian brewing companies?
4. What are the enabling methods for the survival of a brewing companies amongst its rivals?

1.5 Research Hypothesis

In line with the research questions of the study, there are hypotheses, which have been enumerated, in their null and alternative forms. The following hypotheses were formulated and tested in this study:

Hypothesis 1

H0: Operational Strategies guarantees the survival of a firm

H1: Operational Strategies do not guarantee the survival of a firm

Hypothesis 2

H0: There is a linkage of external and internal factors on a firms Performance.

H1: There is no linkage of external and internal factors on a firms Performance.

1.6 Significance of the Study

A number of previous studies such as: Dr. Melletus Uchechukwu Agbo, Meruo Emmanuel Okeoma (2020); Agorzie, Claudius Jamike, Ekpudu, Jonathan Ehimen, Adewumi, Tolulope Olajumoke (2020); Idowu Oluwafemi Amos, Oluwafemi Amos (2014); Abiodun Adekunle Ogunola, Peter O. Kalejaiye and Chiedu A. Abrifor (2013) had focused on the level of productivity of workers and the effect on brewing companies' operational performance in Nigeria. However, it appears that not much has been done specifically on the marketing and operational strategies put in place by managements of brewing companies which has enabled them adapt to both internal and external factors affecting their level of performance in Nigerian Brewing Industry. This study, will contribute in filling this apparent knowledge gap.

In the aspect of theory, the study further validated SWOT analysis and Critical success factors Model. The SWOT analysis reveal the strengths, weakness, opportunities, and threats faced by various brewing companies, while the Critical success factors Model analyses the core area various brewing companies should explore in order to gain a competitive advantage in the brewing industry.

This study apart from revealing various marketing strategies used by brewing organisations which enables them adapt to change and futuristic preference of consumers, also highlighted the causative factors that affect performance rate of several brewing companies. On a final note, this study serves as a basis for further study in this area.

1.7 Scope of the Study

This study examined marketing strategies used by brewing companies in withstanding competition in the industry. It also examined the causative factors affecting the performance rate of Nigerian brewing companies. However, the study population was limited to brewing firms in southeast Nigeria; and findings were only generalized to the entire population in Southeast, Nigeria.

1.8 Definition of Terms

Organisation: According to Oxford Dictionary, the word organization simply means an organized group of people with a particular purpose. Such as a business or government department. In this study, it refers to brewing companies in southeast, Nigeria.

Adaptation: According to Merriam Webster, it is the act or process of changing to better suit a situation. In this study, it refers to how various brewing companies survive in the competitive market.

Performance: According to Oxford Dictionary, performance is the action or process of performing a task or function. In this study, it refers to how efficient a brewing companies is in meeting consumers' preference.

Brewing: According to Oxford Dictionary, it is the activity or business of producing beer. In this study, it refers to companies that produce beer in southeast, Nigeria.

2 REVIEW OF RELATED LITERATURES

The review of relevant literature and theoretical frame work in a research provides guidance and exposes the reader to other works done by various researchers.

Literature review enables researchers to acquire a proper understanding of past works, which have been carried out on the intended topic. As such, the review of related literature for this study would afford the opportunity of knowing the extent of coverage as far as the topic is concerned and also, what technique to improve on.

The review is basically on organizational adaptation and performance of brewing firms in south-east, Nigeria.

2.1 Conceptual Review

A conceptual review will offer explanations, opinions and thoughts of scholars towards a concept. In this research work, the following concepts were reviewed:

2.1.1 Organisation: An Overview

Breweries are viewed as organization. This accounts for explaining the concept organization as it relates to the study. Various definitions have been ascribed to organization. According to Nageshwar (2019), an organization is a system or structure that facilitates the efficient performance of activities. Additionally, the group is founded to accomplish fundamental goals. Whatever the company's goals may be, an organization is necessary. Additionally, the structure involves carefully allocating resources to each endeavor's predetermined aims (Nageshwar, 2019). Organization is the process of organizing as implied in social entity formed by a group of people. Organization viewed as a social process emphasizes the function that people perform (what people do).

According to Mihelčič (2012), a formal social unit's (FSU's) members are essentially organized into a framework (or set of structures) of dynamic connections within an organization as an economic environment. He further backed his stance by stating that the two organizational and economic degrees of the adaption of an FSU's organization in fostering prosperity in a high-performance economy justify such a concept (Mihelčič, 2012). Organizations, according to Lozano (2018), are parts of a larger ecological system with bounds between their interior and outside. They are a crucial component of modern society. Organizations are set up to achieve purposes that individuals cannot achieve on their own. So organizations then provide a means

of working with others to achieve goals that are likely to be determined by whoever is in the best position to influence them. According to their definitions, Scott & Davis (2015) and Jones & Jones (2013) concurred that organizations are complex social systems with sets of related units working together to solve issues to achieve a goal or objective, as well as to produce value and results that are satisfactory to stakeholders. They also stated that organizations have distinguishable functions (the pecking order and labor division). Organizations are viewed as open systems by Rodriguez-Olalla and Avilés-Palacios (2017), meaning that they interchange assets with other companies (such as workers, finance, energy, and technology).

In order to accomplish the objectives which, they have set, organizations formulate appropriate strategies which give rise to the development of organizational structure through which the set objectives will be achieved. For Wehrich et al (2008), organization implies a formalized intentional structure of roles or position. By intentional, it means that people working together must fill certain roles and that the role people are asked to fill should be intentionally designed to ensure that required activities are done and that the activities fit together so that people can work smoothly, effectively, and efficiently in groups. Wehrich et al (2008) also distinguish two types of organization. These are formal organization and informal organization. By formal organization is meant the internal structure of roles in a formally organized enterprise, whereas an informal organization is a network of interpersonal relationships that arises when people associate with one another.

2.1.1.1 Types of Organizations

The key categories of an organization were described by Priyakshi (2020).

A sole proprietorship, a trading company, or a proprietary firm is a form of business with a single owner. The owner can be a single person or a single family. Proprietary refers to a good or service that has only one source of supply in addition to being owned by a single person. The specific product might have a special quality and other technological features that aren't offered by competitors. As a result, this category of organizations is known as proprietary firms.

Partnership Firm: Unlike a lone proprietor and a trading house, a partnership firm has multiple owners. These proprietors create a partnership firm that is authorized by the Partnership Act. Partners will consist of two, three, or more people with an established division of control and capital.

The Co-operative Societies Act governs the formation of cooperative societies. The society has many members, and managers are chosen to oversee the society's commercial affairs (the organization).

Joint stock companies: The Corporations Act governs the formation of joint stock companies. If these businesses have shares that are traded on a stock exchange, they are subject to regulatory bodies.

Holding firm: The management of the subsidiary company is under the control of the holding company. As a result, a company is said to be a holding company if it holds authority over another company.

2.1.2 Organizational Performance

Organizations are assessed by or assess themselves to find out to what extent they have achieved their objectives. The relevance of organizational performance either in industry or market leadership is expressed in Eromafuru (2011), in the modern word, the ultimate test for industry or market leadership is how well a company achieves a dramatic improvement in contemporary measure of organizational performance by product or service augmentation. The implication of this is that what is relevant in business transaction is the resultant outcome in terms of turnover, profit or return in investment. Subsequently, organizations and their managers are tended to be judged in terms of business outcomes as turnover, profits, return in investment, in terms of their agreed departmental unit objectives and in terms of how they have performed generally in carrying out their responsibilities as stated or implied in their job description, the terms goal and objectives need be examined. Blackwell (2022) defines organizational performance as the difference between a company's actual output and its expected outputs (or aims and objectives). The implication of goal and objective setting is that in strategic approach one's aspiration needs to be fixed in the form of goals or objectives.

2.1.3 Concept of Strategy

Strategy is primarily an organisational process in which firms share visions, a value system, and culture in order to gain competitive advantages (Casadesus-Masanell & Ricart, 2011). A high-level plan to accomplish one or more goals in the face of uncertainty is called a strategy (Barad, 2017). Coaty (2018) also stated that a strategy has to do with the correlations between aims and means, including the use or threat of using armed force as a deliberate decision by political actors who are determined to logically pursue their objectives. Determining the order

in which defined goals should be accomplished as part of the strategic planning process will help the organization attain its stated vision (Mishra & Mohanty, 2020). Strategy has to do with stages or actions the business must take to achieve its goals and to define the goals for personnel, is known as strategic execution processes (Gios, 2021).

The five components of strategy are staging, arenas, vehicles, differentiation, and economic logic, and these components provide solutions as to how to make plans, make returns on business, gain competitive advantages, and meet targets (Hambrick & Fredrickson, 2010). Various authors see strategy as building blocks that comprise service and product design, customer development, market, sector analysis, and information technology to establish a business and sustain its success (Mantere, Schildt & Sillince, 2012). Strategy can be known as a series of actions or policies engaged to counter a competition move in a given marketplace, or improve a firm's position in the market (Nickols, 2016). Gavetti & Rivkin (2008) considered strategy as emergent, deliberate at the right moment, and how or when analogies are employed with care. The emerging view strategies are actions, not for the future or past but must take place at present, and value added, determines strategic success than maximisation of profits (Zeleny, 2010). Mishra et al. (2015) provided examples of several concepts of strategy, including the capacity of the company to flexibly adapt to changes in its external environment (emergent strategy), orienting the business about its rivals to gain the greatest advantage, planning and programming based on accurate predicting and simulation (strategy as a plan), and utilizing resources to accomplish important goals (sustainability). According to Bukhari (2019), a strategy is essential for defining and communicating an organization's distinct stance. It should also decide how to best integrate organizational resources, skills, and competencies to get a competitive edge. Strategy is dynamic, partially unplanned, and partially deliberate (Warren, 2011). Strategy is a competitive stance that is deliberately choosing a new set of activities to offer a unique mix of value, according to Michael Porter (2020). To decide how your organization should respond, you must comprehend your rivals and the market you've selected. According to Fairbanks & Buchko (2018), a strategy is an integrated set of commitments to use resources and position a business in a competitive environment to produce better results over time. The full strategic scope of the company is addressed by corporate-level strategy, according to Avishkita (2010). This big picture view of the organization entails

choosing which geographic areas to operate and which product or service marketplaces to compete in.

2.1.4 COMPETITIVE STRATEGY AND OPERATIONS STRATEGY

Competitive strategy is about being different. It means deliberately choosing different set of activities to deliver a unique mix of value. The main goal of the strategic management process is to assist the company in achieving sustainable strategic market competition. When correctly designed and implemented, SMP adds value to the organization by concentrating on and evaluating opportunities and threats, then utilizing its advantages and disadvantages to help it flourish (Tonelli & Cristoni, 2018). A company that is considered to be world class recognizes that its ability to compete in the market depends on developing an operations strategy that is properly aligned with its mission of serving the customer. A company's competitiveness refers to its relative position in comparison to other firms in the local or global market place.

A plan or set of objectives that specify the long-term course and steps necessary to assure the organization's future success is commonly thought of as a business strategy (Akbari et al., 2019). A firm's operations strategy is comprehensive through its integration with corporate strategy. The strategy involves a long-term process that must foster inevitable change. An operations strategy involves decisions that relate to the design of a process and the infrastructure needed to support the process. Process design includes the selection of appropriate technology, sizing the process over time, the role of inventory in the process, and locating the process. The infrastructure decisions involve the logic associated with the planning and control system, quality assurance and control approaches, work payment structures, and the organization of the operations function.

Operations strategy can be viewed as part of a planning process that coordinates operational goals with those of the larger organization. Since the goals of the larger organization change over time, the operations strategy must be designed to anticipate future needs. The operations capabilities of a firm can be viewed as a portfolio best suited to adapt to the changing product and/or service needs of the firm's customers. Looking at operations strategy from a historical perspective, U.S. companies, for example in the post-World War II era, experienced tremendous consumer demand that had been pent up during the war. As a result, manufacturing

in the United States emphasized turning out high volumes of products to satisfy this demand. In contrast, during the same period Japanese manufacturing companies focused on the quality of their products. The Priorities needed to remain competitive were different for companies in the different countries. Key to success in operations strategy lie in identifying what the priority choices are, and in understanding the consequences of each choice, and in navigating the ensuing trade-offs.

The major competitive dimensions that form the competitive position of a company include the following:

Cost: - There is always a segment of the industry that buy solely on the basis of low cost. To successfully compete in this industry, a firm must be a low-cost producer, but even doing this does not always guarantee profitability and success. Products sold strictly on the basis of cost are typically commodity-like; as such, it is difficult for customers to distinguish the products of one company from those of another. This segment of the market is frequently very large, and many companies are lured by the potential for significant profits, which they associate with the large unit volumes of product. As a consequence, however, competition in this segment is fierce and so is the failure rate.

Product Quality and Reliability: – Quality is divided into two categories: product quality and process quality. The level of quality in a product's design will vary with the market segment at which it is aimed. The goal in establishing the proper level of product quality is to focus on the requirements of the customer. Overdesigned products with too much quality will be viewed to be prohibitively expensive. Under designed products, on the other hand, will lose customers to products that cost a little more but are perceived by the customers as offering greater value.

Process quality is critical because it relates directly to the reliability of the product. The goal of process quality is to produce errors-free products. Product specifications, given in dimensional tolerances, precisely define how the product is to be made. Adherence to these tolerances is essential to ensure the reliability of the product as defined by its intended use.

Delivery Speed: – In some markets, a company's ability to deliver more quickly than its competitors may be critical. For example, a company that offers a repair service for computer-networking equipment by spending only 1 or 2 hours has a significant advantage over a competing firm that guarantees service only within 24 hours.

Delivery Reliability: –This dimension relates to the ability of the firm to supply the product or service on or before a promised delivery due date. For an automobile manufacturer, it is very important that their supplier of tires provide the needed quantity and types for each day's car production. If the tires needed for a particular car are not available when the car reaches the point on the assembly line where the tires are installed, the whole assembly line may be shut down until they arrive.

Coping with Changes in Demand: - As indicated by Emerald (2021), there are two unmistakable strategies for adapting and responding to change. Evading Adapting and Control Adapting. Evade adapting depends on aversion. You make intentional moves to stay away from the challenges of the change. For example, you could purposely miss preparing for another functioning interaction, or appear past the time to go to a gathering about an impending rebuilding. In business, some evading adaptations might involve ignoring the change in demand and retaining a similar level of supply. Control adapting, then again, is positive and proactive. You will not act like a "casualty" of progress. All things being equal, you deal with your sentiments, get support, and give your best to be important for the change. In the business world, this may involve a change in the price of affected goods, use of gift backs, and promotional codes.

Flexibility and New Product Introduction Speed: - Flexibility, from a strategic perspective, refers to the ability of a company to offer a wide variety of products to its customers. An important element of this ability to offer different products is the time required for a company to develop a new product and to convert its processes to offer the new product.

Other Product-Specific Criteria: – Other competitive dimensions relate to specific products or situations. Special services are often provided to augment the sales of manufactured products.

1. Technical liaison and support: A supplier may be expected to provide technical assistance for product development, particularly during the early stages of design and manufacturing.
2. Meeting a launch date: A firm may be required to coordinate with other firms on a complex project. In such case, manufacturing may take place while development work is still being complete. Coordinating work between firms and working

simultaneously on a project will reduce the total time required to complete the project.

3. **Supplier after-sale support:** An important competitive dimension is the ability of a firm to support its product after the sale. This involves the availability of replacement parts and the modification of older, existing products to new performance levels. Speed of response to these after-sale needs is often important.

Other dimensions: - These typically include such factors as colors available, size, weight, location of the fabrication site, customization available, and product mix options.

2.1.5 Environmental Factors and Strategy

According to Bala (2019), environmental factors are beyond the control of the business. The micro-external factors affecting a business include; Economic, Political, Cultural, Technological, Natural, Demographic, and International. The business has a responsibility to study these factors and respond to them in the most advantageous way for the company (Bala & Verma, 2019). It is important to know that internal and external factors can work together and influence each other to have an effect on business operations. Macro- and micro environmental analyses can identify the policy options and direction of a strategy (Noh et al., 2011).

I. External Factors

The external environment is the unpredictable force outside an organisation that is beyond the organisation's control. It can constrain firms from functioning effectively and properly. According to Bala (2019), external factors are factors that are also beyond the control of the business. Under the macro factors, they stated that Suppliers, Customers Market Intermediaries, Competitors, and the Public are strong factors that influence the success of a business (Bala & Verma, 2019). Other factors that can pose as an external threat to a business are; political and technological factors.

- Political factors include social unrest, rules and regulations, laws, wars, government policies, and trade barriers. Social factors are related to social relationships in the general society that affect business operations, such as consumer preferences, environmental movements, and changes in fashions or seasonal cloths.
- Technological factors include innovations, some of which can have positive or negative effects on businesses. They can pose existential threats to businesses (e.g. internet

streaming challenging the DVD rental business) or can increase performance, success, and profit margins, such as with automated production and computer software.

II. Internal Factors

Bala & Verma (2019), also highlighted internal factors which are key in determining the success or otherwise failure of a business. According to them, the internal factors include: Man, Materials, Money, Machinery, and Management.

- **Man:** they argued that motivated and rejuvenated employees provide more productive work feedback than others and getting skillful workers is instrumental to the height of a business's success
- **Materials:** Having the right materials on time is key to fulfilling customers' orders and building a reputation for efficient on-time delivery
- **Money:** available funds would make investing in emerging technology and keeping the entire organizational structure together, possible.
- **Machinery:** The availability of cutting-edge machinery would avail the employees the chance to train and make use of advanced systems ensuring a competitive edge in the workforce and facilities.
- **Management:** High profile and employee engagement will occasionally make the company's primary decision-making processes and policies that will ensure the firm's growth and success.

External environmental factors such as new competitors, substantial changes in technology, and market demand have been accorded more prominence than internal factors. However, it may be that both internal and external factors influence turbulent environments. An organisation might underperform due to internal and external environmental factors (Noh et al., 2011). Environmental factors must be given serious consideration and carefully planned for when doing business because they have impacts on day-to-day business operations.

2.1.5.1 Enabling Methods for Survival and Growth in a Competitive Environment

Brewing companies operate in a highly competitive industry, where the market is saturated with numerous brands and products. To survive and grow in such an environment, these companies must adopt strategies that enable them to differentiate themselves from competitors, gain a competitive edge, and adapt to changing consumer preferences and market dynamics. These

methods include strategic alliances, mergers and acquisitions, market diversification, innovation strategies, and customer relationship management.

1. **Strategic alliances:** Strategic alliances involve collaboration and partnership between two or more brewing companies to achieve mutual benefits. This can be in the form of joint ventures, co-branding, distribution agreements, or technology sharing. Strategic alliances can provide several advantages to brewing firms, such as access to new markets, shared resources and expertise, cost savings through economies of scale, and risk mitigation. By forming strategic alliances, brewing companies can leverage their collective strengths and gain a competitive edge by expanding their reach, enhancing their capabilities, and reducing risks associated with competition {[Strategic Alliances: A Growth Model for Companies | AMA \(amanet.org\)](#)} .
2. **Mergers and acquisitions:** Mergers and acquisitions involve the consolidation of two or more brewing companies through either a merger or an acquisition of one company by another. Mergers refer to the combining of two or more companies to form a new entity, while acquisitions refer to one company acquiring another company. Mergers and acquisitions can enable brewing firms to achieve economies of scale, synergies in operations and distribution, access to new markets and technologies, and increased market share (Fatima & Shehzad, 2014; Krishnakumar & Sethi 2012). However, they also come with challenges such as integration issues, cultural differences, and regulatory approvals. Properly executed mergers and acquisitions can provide brewing firms with a competitive advantage by enhancing their market position, capabilities, and resources.
3. **Market diversification:** Market diversification involves expanding the product portfolio or entering new markets to reduce reliance on a single market or product. Brewing firms can diversify their product offerings by introducing new beer varieties, expanding into other alcoholic or non-alcoholic beverages, or offering complementary products such as snacks or merchandise. Market diversification can help brewing firms mitigate risks associated with changing consumer preferences, market saturation, or regulatory changes in a particular market. It can also enable them to tap into new revenue streams and gain a competitive advantage by catering to a broader customer base and adapting to changing market dynamics.
4. **Innovation strategies:** Innovation strategies involve developing and implementing new ideas, products, processes, or business models to create value and gain a competitive

edge. Brewing firms can innovate in various aspects, such as product innovation (e.g., developing new beer flavors or packaging), process innovation (e.g., implementing sustainable brewing practices or improving supply chain efficiency), marketing innovation such as, adopting new digital marketing techniques (Reydet & Carsana, 2017) or business model innovation (e.g., offering subscription-based beer delivery services). Innovation can help brewing firms differentiate themselves from competitors, attract and retain customers, and respond to changing consumer preferences and market trends.

5. Customer relationship management (CRM): CRM involves managing and nurturing customer relationships to enhance customer satisfaction, loyalty, and retention. Brewing firms can implement CRM strategies to better understand customer preferences, preferences, and feedback, and to tailor their marketing efforts accordingly. This can include activities such as collecting customer data, analyzing customer behavior, implementing loyalty programs, providing personalized offers, and offering exceptional customer service. By building strong customer relationships, brewing firms can gain customer loyalty, increase repeat purchases, and achieve a competitive advantage in a crowded market.

In conclusion, strategic alliances, mergers and acquisitions, market diversification, innovation strategies, and customer relationship management are enabling methods that brewing firms can employ to survive and thrive in a competitive environment. These methods can provide brewing firms with opportunities to leverage resources, capabilities, and market opportunities, and to adapt to changing consumer preferences and market dynamics. However, it's important for brewing firms to carefully evaluate and implement these methods, taking into consideration their specific business context, resources, and strategic objectives, to ensure their effectiveness in gaining a competitive edge and sustaining performance in the face of competition from rivals.

2.1.5.2 Adaptive Management

Adaptive management is a strategy for managing natural resources for those who must take action despite being unsure about the resources they are managing and the effects of their decisions (Allen & Garmestani, 2015). This is relevant to the earlier discussion of how environmental factors affect an organization's output because it shows that every situation a business faces must have a backup plan. This plan or strategy is known as an adaptive measure

because it helps the business owner or company deal with internal or external factors that carry a high risk of significant loss. The figure below showcased the route crisis management team could take while trying to solve an issue.



Figure 1. The adaptive management cycle

Source: [Allen et al. \(2011\)](#)

2.1.6 Performance Management: An Overview

Blackwell (2022) defines organizational performance as the difference between a company's actual output and its expected outputs (or aims and objectives). This is a wide concept that captures what companies do, produce, and achieve for the different constituencies they engage with (Blackwell, 2022). According to News's description of organizational performance in 2021, it entails comparing a company's performance to its goals and objectives. In other words, the organizational performance includes actual outcomes as opposed to desired outcomes. The research focuses on three key outcomes: market performance, financial performance, and performance as measured by shareholder value (News, 2021). Share (2022) emphasized that organizational performance refers to an assessment of an organization's performance about its goals and targets, comparing the expected and actual results, thus, agreeing with News (2021)'s definition of organizational performance (Share, 2022).

Ezigbo (2011), explains performance management as a means of getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. By so doing, what is to be achieved by an organization, as well as an approach for managing and developing people, so as to achieve the set goals in a short or longer time, would be clearly established. Thus, it can be said that the process of stirring people to increase their desire and willingness to carry out their responsibilities successfully and to work together to achieve an organization's common goals is known as "motivation" (Sharma, 2015). To persuade, agitate, incite, or prompt someone to take a specific action to achieve the outcomes anticipated of him is what it means. Employers use a wide range of motivational techniques including monetary incentives, goal setting, job enlargement, behavior modification, participation, award and recognition plans, discipline, and counseling. In order that an organization should function effectively, performance strategies should be adopted and managed. The end goal of performance management is to improve performance so as to realize individuals, teams and organizational effectiveness (Ezigbo 2011).

Performance management as the establishment of effective process of continuous development in an organization that assures performance is an ongoing process, achievable through a continuous development of the organizational stakeholders, which include organizational owners, management, employers, customers, suppliers, distributors and the general public. Ezigbo (2011) establishes the factors that performance management should consider. These factors or variables include the needs of individuals, teams as well as that of the organization. Others factors are the provision of the forum for continuing interaction between managers and the members of their teams so as to be able to define expectations, and share information on the organizational mission, values and objectives (Ezigbo 2011).

In evaluating performance in an organization, the following variables are considered or measured. These are effectiveness, productivity, quality as well as time. While effectiveness determines the relationship of an organization's output to what an organization intends to do, productivity quantifies the outputs and inputs of an organization and expresses the two as a ratio. Quality on the other hand, examines an output or the process by which an output is

produced. Quality considers the accuracy thoroughness and complexity that go with production. Timeliness evaluates the time involved in producing an appropriate output. (Ezigbo, 2011). Some striking points about performance management as enumerated above indicate that it involves continuous process of planning, managing and development. If well planned and executed, the employee behavior towards the achievement of the organizational strategic goals are influenced positively.

Performance management, therefore, has to do with a long term plan and not a short term plan. If there are targets or goals of organizations as well as plans to achieve the set goals, there should also be means of evaluating whether the set goals are achieved. All these are factors involved in performance management.

2.1.6.1 Key Performance Measurement of Brewing Companies

Performance measurement and evaluation play a crucial role in assessing the performance of brewing companies and providing insights into their adaptation and competitiveness in the industry. Various methods can be applied in the brewing industry context, including financial performance metrics, operational performance indicators, market share analysis, customer satisfaction surveys, and benchmarking.

Financial performance metrics: Financial performance metrics are quantitative measures that assess the financial health and profitability of brewing companies. These metrics include key financial ratios such as return on investment (ROI), return on equity (ROE), gross margin, operating margin, and net profit margin. These metrics provide insights into the company's financial performance, profitability, and efficiency in managing its resources. For instance, a higher ROI and ROE indicate better profitability and efficient use of assets, while higher gross and operating margins signify better cost management. Financial performance metrics are widely used in the brewing industry to assess the financial strength and stability of brewing companies.

Operational performance indicators: Operational performance indicators are quantitative measures that evaluate the efficiency and effectiveness of the brewing company's operations. These indicators include production volumes, production yield, production cycle time, equipment utilization, and labor productivity. These metrics provide insights into the company's operational efficiency, effectiveness, and productivity. For example, higher production volumes

and yield, lower production cycle time, and higher equipment utilization and labor productivity indicate efficient and effective operations. Operational performance indicators are critical in assessing the operational performance of brewing companies and identifying areas for improvement.

Market share analysis: Market share analysis is a quantitative measure that assesses the company's market share in the brewing industry compared to its competitors. Market share can be calculated based on sales revenue, volume, or value. It provides insights into the company's market position, competitive advantage, and market dominance. Market share analysis helps brewing companies to understand their market share trends, identify opportunities for growth, and assess their competitiveness in the industry. Higher market share indicates a larger share of the market, higher customer acceptance, and better competitive positioning.

Customer satisfaction surveys: Customer satisfaction surveys are qualitative measures that assess the satisfaction levels of the brewing company's customers. These surveys typically include questions related to product quality, taste, packaging, brand perception, and customer service. Customer satisfaction surveys provide insights into the company's customer-centricity, brand loyalty, and customer retention. Higher customer satisfaction scores indicate better customer experience, loyalty, and increased chances of repeat business. Customer satisfaction surveys are valuable in assessing customer perception of the company's products and services and identifying areas for improvement.

Benchmarking: Benchmarking is a qualitative and quantitative method that involves comparing the performance of a brewing company with that of its competitors or industry peers. Benchmarking can be done on various parameters, such as financial performance, operational performance, product quality, customer satisfaction, and market share. Benchmarking provides insights into the company's relative performance compared to industry standards or best practices. It helps brewing companies to identify performance gaps, learn from industry leaders, and implement strategies to improve performance and competitiveness.

2.1.6.2 Scholars' Take On Performance Measurement and Evaluation in The Brewing Industry

According to Babbie & Moutinho (2017), financial performance metrics are essential in evaluating the financial health and profitability of brewing companies. They emphasize the

importance of analyzing key financial ratios such as ROI, ROE, gross margin, operating margin, and net profit margin to assess the company's financial performance and efficiency in managing its resources.

In a study by Jones & Robinson (2018), operational performance indicators were found to be crucial in evaluating the operational efficiency and effectiveness of brewing companies. They highlight the significance of measuring production volumes, yield, cycle time, equipment utilization, and labor productivity to assess the company's operational performance and identify areas for improvement.

Market share analysis is recognized as a key performance measurement method in the brewing industry. According to Kumar & Singh (2019), market share analysis is recognized as a key performance measurement method in the brewing industry. They highlight the importance of monitoring market share trends to assess the company's competitiveness, market positioning, and customer acceptance. They emphasize that higher market share indicates a larger share of the market and higher customer preference, which can lead to increased sales and revenue.

Customer satisfaction surveys are considered vital in assessing customer perception and loyalty in the brewing industry, as highlighted by Kishore & Kulkarni (2018). They emphasize the need for brewing companies to regularly conduct customer satisfaction surveys to understand customer preferences, identify areas for improvement, and enhance customer retention. They highlight that satisfied customers are more likely to be loyal and recommend the company's products to others, which can positively impact the company's performance and profitability.

Benchmarking is recognized as a valuable performance measurement method in the brewing industry, as highlighted by Sabinova & Krizanova (2017). They emphasize the importance of benchmarking to compare the company's performance with industry standards or best practices, learn from industry leaders, and identify performance gaps. They highlight that benchmarking can provide valuable insights for brewing companies to implement strategies to improve their performance, efficiency, and competitiveness in the industry.

In a study by Okechukwu & Adegbite (2018), financial performance metrics and operational performance indicators were identified as critical in assessing the performance of Nigerian brewing companies. They highlight that financial performance metrics such as ROI, ROE, gross margin, and net profit margin are essential in evaluating the financial health and profitability of brewing companies in Nigeria. They also emphasize the significance of operational performance indicators such as production volumes, yield, cycle time, equipment utilization, and labor productivity in assessing the operational efficiency and effectiveness of brewing companies in Nigeria.

Scholars also emphasize the need for brewing companies to use a combination of performance measurement methods to obtain a comprehensive and holistic view of their performance. For example, integrating financial performance metrics with operational performance indicators, market share analysis, and customer satisfaction surveys can provide a more complete assessment of a brewing company's performance and enable data-driven decision-making.

In conclusion, performance measurement and evaluation are critical in assessing the performance of brewing companies in Nigeria and the brewing industry in general. Scholars emphasize the importance of using various performance measurement methods such as financial performance metrics, operational performance indicators, market share analysis, customer satisfaction surveys, and benchmarking to obtain a comprehensive view of a brewing company's performance and identify areas for improvement. These methods can provide valuable insights into the adaptation and competitiveness of Nigerian brewing companies in the industry and support informed decision-making for sustainable growth and success.

2.1.7 Appraisal and Reward on Organizational Performance

The concept of organization has been explained in various ways. An organization should therefore only refer to "creating" the administrative machine since the word "organization" is used to refer to the creation of the organization or the outcome of the administrative structure. "Determining what actions are necessary to any objective and arranging them in groups which may be assigned to persons" is the definition of the organization (Chris, 2021). An organization is made up of an entrepreneur organizing various production factors, such as land, labor, capital, and machinery directing them toward productive activities. The product then travels through

various agencies to consumers (Vankatesh, 2015). Since organization process involves setting up departments and job description, and in the same way, are set up to achieve purposes that individuals cannot achieve on their own, there should be ways of appraising, motivating and rewarding the employee to ensure optimal performance. This, therefore, brings in the issue of reward system and appraisal in organizations. If commensurate reward is not made for performance achievement, the intricacies of human behavior may come into play at the detriment of the organization. In a company, incentives are employed to motivate employees to complete their work attentively and successfully. Motivation is simply the effort a supervisor conducts to inspire, encourage, and urge individuals to accomplish a needed action (Ene, 2022). Cash, job security, prestige, and respect are a few of these rewards.

2.1.8 Appraising Organizational Performance

Appraisal is an integral part of a system of managing. Weihrich et al (2008) put it that if a business, a government agency, a charitable organization, or even a university is to reach its goal effectively and efficiently, ways of accurately measuring management performance must be found and implemented. Effective managerial appraisal is very important. An appraisal is the estimation of a qualified person on the value of a piece of property, such as real estate, a company, a collectible, or an antique (Kenton, 2022). An appraisal program must not only be reliable and valid; it should also recognize the legitimate desire of employee for progress in their professions. It should measure performance in accomplishing goals and plans as well as performance as manager. Another very important demand for effective appraisal is giving consistent, integrated, and understandable planning designed to reach specific objective. In fact, the best criteria for managerial performance relate to the ability to set goals intelligently, to plan programs that accomplish those goals, and to succeed in achieving the set goals (Weihrich et al 2008). Appraisal process includes three kinds of appraisals. These are: (a) a comprehensive review (b) progress or periodic review, and (c) continues monitoring.

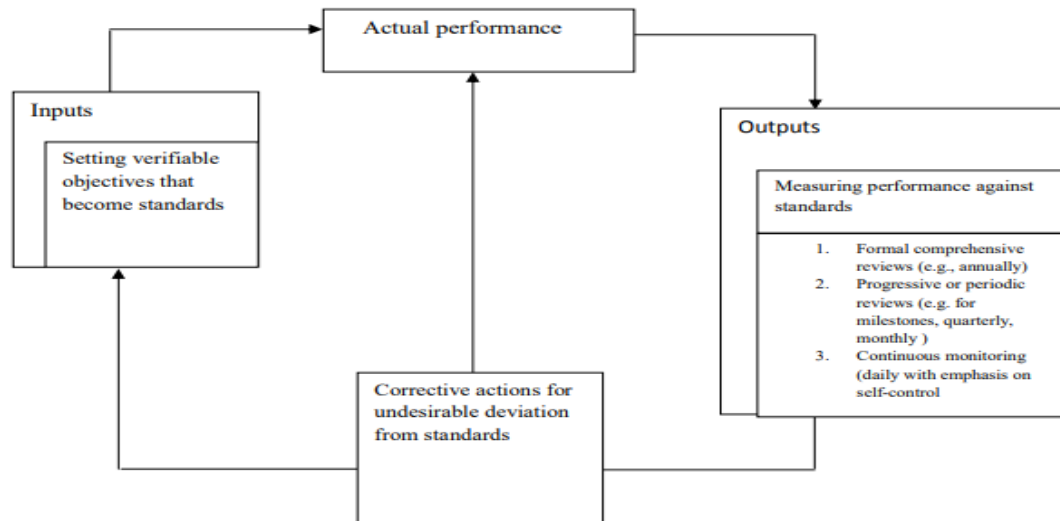


Figure 2. A Simplified Model of Performance Appraisal The appraisal process

Source: Heinz Wehrich H., Management: A Global and Entrepreneurial Perspective New Delhi. McGraw-Hill, 2008, p272.

From the figure above, it indicates that the formal comprehensive appraisal should be conducted at least once a year, with discussions taking place more frequently. This should be supplemented by frequent progress or periodic review as well as continuous monitoring.

2.1.9 Employees' Rewards and Organizational Performance

Appraisals in organizations are meant to examine whether the goals are being achieved. Human resource in every production process is very indispensable. This, therefore, raises the need to consider how employees in organization should be motivated to ensure that their potentials are maximally employed so as to enhance organizational performance. This calls Actual Performance Corrective actions for undesirable deviation from standards Inputs Setting verifiable objectives that become standards Outputs Measuring performance against standards 1. Formal comprehensive reviews (e.g., annually) 2. Progressive or periodic reviews (e.g. for milestones, quarterly, monthly) 3. Continuous monitoring (daily with emphasis on self-control for appropriate reward system that should match each employee's or collective inputs in the organization). Motivation to employees can either be in the form of intrinsic or extrinsic rewards. Intrinsic rewards may include a feeling of accomplishment or self-actualization. Extrinsic rewards include benefits, recognition, status symbols and money (Wehrich H.,

Cannice M & Koontz, H. 2008). A reward is compensation an employee receives from an organization in exchange for his services referred to that organization (Daniel & Cross, 2019). It is used in employment to refer to monetary gains in return for an individual performance at work. There is the need for incentive plans in organizations. These incentive plans may be based on piecework, sales commission, merit pay, bonus plan, profit or gain, sharing, and stock option. It is necessary to note that the reward pay may be based solely on individual, group and organizational performance. Each reward pay pattern has its merits and demerit (Weihrich H., Cannice M & Koontz, H. 2008). Sahlan et al. (2022), asserts the above statement through the result derived in his study. According to him, the performance of employees is significantly influenced by rewards and organizational commitment, with a positive regression coefficient. Based on the calculations, the adjusted R square has a value of 0.536, or 53.6%, for R² (coefficient of determination), this implies that as rewards and organizational climate improve, so will performance.

The pay based on solely individual performance may elicit unhealthy competition, as people may begin to compete with one another. This may make teamwork and cooperation difficult. If group performance, is the criterion for merit pay, there is the possibility that some individuals may not contribute their fair share of effort. Sometimes organizational performance is the criteria for bonuses with the hope that employees contributed to the general outstanding performance and, therefore, all should be rewarded. Considering the merits and demerits of these different reward pays, the contingency approach where the present situation of production and contributions are considered may be an option. (Weihrich et al, (2008) suggested, also, the use of combination of plan as some companies use.

2.1.10 Historical Review on Brewing in Nigeria

The history of brewing in Nigeria can be traced to 1946. In 1946, Nigeria brewery limited was incorporated the following the end of the World War II. Although the company was to be involved in the manufacturing and marketing of a range of mineral waters; it was primarily to brew larger beer. Back then, beer of different brands from different countries were being imported into Nigeria before World War II. Germany, France, England and the Netherlands were the main exporters in this order, in terms of quantities imported.

The mainland European countries produced larger beer while most of English beer unsuitable for the tropics because of its short shelf life. English beer that was imported into Nigeria was consumed by British colonial officials. As one commentator put it, when such beer arrived in Lagos, say on a Friday, it was rushed to the Ikoyi Club and the Motor Boat Club, where most of it was consumed within three days, since its taste began to deteriorate in the heat thereafter, in the year before 1945, the majority of beer drinkers were the Europeans in Nigeria, though Nigerians gradually began to acquire a taste for European beer.

In addition, as the years passed, so the demand for beer grew as more Nigerians joined the beer-drinking population. The leading European trading companies in Nigeria were the United African Company (UAC), itself a subsidiary of Unilever Ltd: Soci t  Francaise de l' Afrique Occidentale; John Holt and Company (Liverpool) Ltd; G. B. Olvan Soci t  Commerciale de l' Ouest Africa (SCOA) Paterson Zochonis & Company Ltd. Union Trading Company (UTC) a Swiss Company were the main importers and distributors of the European beer which came into Nigeria, beer being just one item in the list of goods they traded across West Africa. The quality of the beer imported into Nigeria and Africa was compared to the standard that we have become used to. This was a function of the state of the technology that was available in those years. The quality continued to improve from the 1920s and 30s as the brewing technology improved. Whatever quality had been attained before World War II was adversely affected by the war. This was because the war often resulted in loss of materials being transported on the high sea for use in the brewing industry in Europe, England included.

Consequently, although the fighting forces consumed large quantities of beer, the quality of that beer was not as good as it would otherwise have been. Indeed, some informants spoke of harsh beer which came into Nigeria from the Belgian Congo during the war years. This issue of low quality beer in the war years was to affect the perception of the quality of Nigeria's first indigenous beer when this was produced in 1949. Existing published accounts of the foundation of Nigeria Breweries usually go back to 1938 as the year discussions began led by UAC about the desirability of establishing a brewery in Nigeria, John Hunt, who joined the Breweries Department of Unilever in 1952 and retired after thirty years. The decision to build a brewery in Lagos having been taken, UAC had to work out the modalities it had no beer brewing experience or expertise in Africa. In the post-world War II years, the leading beer brands in

Nigeria came from continental Europe not Britain. The beer drinkers in Nigeria can thus be said to have acquired a taste for continental European beer rather than for British beer, despite fact of Nigeria being a British colony. This reality may well have informed UAC choice of Heineken a technical partner for the brewery venture. On 2 June, 1949, Nigerian produced her first beer in Nigeria lager. The brand name chosen was STAR. History had been made. The first brewery in Nigeria had begun production. Also the managements 'concern has increased on how to keep employees motivated on the job (Mitchell, 1973).

2.1.10.1 Profile of Brewery Industries in the South East, Nigeria

The South-East, Nigeria, whose brewery industries are used for this study is made up of the following states: Abia, Anambra, Ebonyi, Enugu and Imo. Farming and trading are the main occupations of the majority of the indigenes of these states. Brewing industries and brewing products are established and marketed respectively in some parts of these states. The dense population of the inhabitants of this geographical area, their business ingenuity and their social lives are instrumental to the production, marketing and the consumption of many local and foreign industrial products which include brewery products. Nigerian Breweries Plc, formerly known as Nigerian Brewery Limited, is a Nigeria-based company. The company is a subsidiary of Heineken N.V. It was incorporated in 1946 and is the pioneer and the largest brewing company in Nigeria. It pioneered the brewing of Lager Beers in its Lagos brewery when it introduced Star Lager Beer in June 1949. Today Nigerian Breweries operate eight breweries in Nigeria and has a diverse range of products. Apart from its brewing activities, this company is also involved in the marketing of stout and non-alcoholic malt drinks and the bottling (<http://www.securities.com>).

Other breweries commissioned by the company, include Aba Brewery in 1957, Kaduna Brewery in 1963, and Ibadan Brewery in 1982. In September 1993, the company acquired its fifth brewery in Enugu state, and in October 2003, its sixth brewery sited at Ameke in Enugu. Ama Brewery is the largest brewery in Nigeria and one of the most modern worldwide. The company acquired a malting Plant in Aba in 2008 (<http://www.nbplc.com>). Also in October 2011, Nigerian Breweries acquired majority equity interests in Sona Systems Associates Business Management Limited and

Life Breweries Limited from Heineken N.V. This followed Heineken's acquisition of controlling interests in five breweries in Nigeria from Sona Group in January 2011. Today Sona Systems' two breweries in Ota and Kaduna, and Life Breweries in Onitsha have now become part of Nigerian Breweries Plc, together with the three brands: Goldberg lager, Malta Gold and Life Continental lager. Nigerian Breweries Plc now in addition to the malting plants in Aba and Kaduna has eight operational breweries from which its products are distributed to all parts of Nigeria. The Nigerian Breweries Plc has a portfolio of high-quality brands which include Star Lager which was launched in 1949, Gulder Lager (1970), Pale Lager and Legend Extra Stout (1992), 7.5% ABV Extra Stout and Heineken Lager (June 1998), Premium Lager and Goldberg Lager (October 2011), Life Continental Lager (October 2011), Star Lite Lager (February 2014), Pale Lager and Alcohol-free drinks Maltina (1976). Alcohol free drinks Maltina are in three varieties, namely Maltina Classic, Maltina Strawberry, and Maltina Pineapple. Other products of Nigeria Breweries Plc are Maltina Sip-it (2005), in Tetrapak; Amstel Malta (1994), Fayrouz, in pear and pineapple (2006), Climax Energy drink and Malta Gold (2011). 3-3 Brewery Awo-Omamma, Imo State 3-3 Brewery is among the Consolidated Breweries Ltd, Nigeria which is Nigeria's third largest brewery.

Consolidated Breweries Ltd, Nigeria are the producers of the quality brands "33" Export Lager Beer, More Lager Beer, Turbo King Dark Ale, Williams Dark Ale, Hi-Malt, Hi-Malt Choco Twist and Maltex Non-Alcoholic Malt Drinks. These brands have a wide distribution footprint and a great consumer following across Nigeria. In 2000, Consolidated Breweries entered into a Technical Services Agreement (TSA) with Heineken International and Heineken acquired minority shareholding. In 2005, Heineken International became the majority shareholder and again in 2009, Consolidated Breweries Plc. acquired a majority shareholding in DIL/Maltex Nigeria Plc, makers of the famous Maltex brand (www.consobrew.com). Apart from Awo-Omamma in Imo state of Nigeria, Consolidated Breweries are also currently operating at other three different locations with the Head Office located at Iddo House, Iddo in Lagos.

Other breweries are located in Ijebu-Ode in Ogun State, and Makurdi in Benue State, with many depots spread across the country (www.consobrew.com). Intafact Beverages Limited Onitsha Intafact Beverages Limited was founded in Onitsha, Nigeria on December 22, 1971, with its headquarters at Onitsha, Anambra State, Nigeria. It has only one location, which is Onitsha

brewery. Its products include Beer and Non-alcoholic Malt drinks. This industry was owned by SABMiller and has initial employees of 300 workers. The Intafact Beverage limited Onitsha now generally referred to as Onitsha brewery started production in August 2012. In January 2013 it was graded to the value of \$110 million. Onitsha urban, where this brewery situates, lies at a major east-west crossing point of the River Niger, and occupies the northern most point of the River Niger which is regularly navigable by large vessels. These factors have historically made Onitsha a major center for trade between the coastal regions and the North, as well as between Eastern and Western Nigeria (Wikipedia, the free encyclopedia).

Today, the brewery produces brands such as Hero Lager, Castle Milk Stout, Grand Malt (non-alcoholic) and Beta Malt (non-alcoholic). The government of Anambra state, under Governor Peter Obi administration is one of the highest shareholders of this company as he invested 2 billion Naira of the state money for a 10% stake in the brewery.

2.2 Empirical Review

To ascertain the impact of awards and workplace factors on the productivity of staff of PT Tasma Puja Kampar, Sahlan et al. (2022) performed research on "The Effect of Rewards and Organizational Climate on the Performance of Pt Tasma Puja Kampar Employees". The author utilized a questionnaire as the method for gathering data. Additionally, the authors used analytical and quantitative approaches to assess the data, and multiple linear regression was used to analyze the study's findings. According to the study's findings, the performance of employees at PT Tasma Puja Kampar is significantly influenced by rewards and organizational commitment, with a positive regression coefficient. Based on the calculations, the adjusted R square has a value of 0.536, or 53.6%, for R² (coefficient of determination), this implies that as rewards and organizational climate improve, so will performance. This also implies that the free factors, in particular rewards and hierarchical environment, have a commitment of 53.6% to the reliant variable, to be specific execution.

Klindžić & Galetić (2020) looked at combinations of nine individual and group PFP techniques and their combined impact on several financial and non-financial company effectiveness (OP) metrics, including productivity, profitability, quality of services or goods, and creativeness. Two PFP practice components that were later employed as independent variables in a multiple

regression analysis were produced using the categorical principal component analysis. The first PFP package, which included individual-based incentives and two joint ownership practices, was found to have a favorable impact on non-financial indices of OP, such as the standard of goods or services and innovativeness. Individual performance reviews and profit-sharing made up the second component, which had a favorable impact on OP's financial metrics. The results indicated that there is a significant positive correlation between promised rewards and effective appraisal of the financial performance of the company. These results were even greater for rewards on non-financially set goals and targets.

Dr. Melletus Uchechukwu Agbo & Meruo Emmanuel Okeoma (2020) carried out a research on the impact of organizational culture on employee productivity with reference to Nigerian Breweries Plc, Enugu. Having analyzed the distributed 150 questionnaire to staff of Nigerian Breweries Plc, Enugu, descriptive survey approach was adopted and analyzed using SPSS regressions. The following findings were made; i) there was positive and significant impact of organizational culture on performance of employees of Nigerian Breweries Plc Enugu. ii) there was positive and significant effect of organizational culture on employee effectiveness of Nigerian Breweries Plc, Enugu. The study concluded that organizational culture had a great influence on the productivity of employees in organizations which leads to better performance and profitability organizations and it further recommended that management should enforce security measures to protect the interest of the organizations.

Agorzie, Claudius Jamike, Ekpudu, Jonathan Ehimen, Adewumi, Tolulope Olajumoke (2020) investigated Materials Management Practices (MMP) adopted by selected quoted Food, Beverages and Breweries (FBB) firms in Southwestern Nigeria (SWN); it also evaluated the effect on firms' operational performance and identified challenges they face in the adoption. Data were generated through structured thematic questionnaire responded to by 234 management and executive employees of 13 out of the 33 FBB in South Western Nigeria (SWN). Data collected were analysed using frequency tables, weighted mean, standard deviation and multiple regression statistical tools.

The study revealed that MMP adopted by FBB in SWN include materials handling (84%), materials cost control (82.8%), procurement (80%), materials planning (78.8%), and inventory

management (75.2%). The study results showed that the model was statistically significant ($F=38.52$, $p=0.000$) and that MMP has significant effect on operational performance of firm. The coefficient of explanatory variables from the regression that indicated significant effects are material handling ($t=7.156$, $p=0.000$), procurement ($t=2.146$, $p=0.000$), and material planning ($t=2.118$, $p=0.000$). Challenges of the adoption of MMP include inadequate power supply (88%), poor transportation system (86%), lack of trained personnel (84%), poor relationship with vendors (78%), poor information technology (76%) and use of ineffective codes (70%). The study concluded that $R^2 = 0.541$ value is an indication that as the challenges to MMP adoption are overcome, the FBB firms will exhibit better operational performance. Based on the findings as summarised above, the study concludes that materials management practices have significant effect on firm operational performance.

Nwekpa, Kenneth C. (2020) investigated the extent of relationship between work schedule flexibility and employee commitment of Nigerian Breweries, Ama, Enugu in Nigeria. The specific objectives were to: determine the extent of relationship between flexi-time and affective commitment among employees, ascertain the extent of relationship between compressed work week and normative commitment among employees and examine the extent of relationship between job sharing and continuance commitment among employees in Nigerian Breweries PLC. Enugu. The study employed a correlational research design and structured questionnaire designed in 5-point Likert scale and was administered on the sample of two hundred and eighty-six (286), out of which, two hundred and eighty-three (283) were returned and were used for the analysis. Pearson correlation coefficient formed the basis for analysis while Cronbach's alpha test was used for testing internal reliability of the instrument.

The study found a significant and positive relationship between flexi-time and affective commitment ($r= 0.62$), a significant and relationship between compressed work week and normative commitment among employees ($r= 0.56$) and a significant relationship between job sharing and continuance commitment among workers of Nigerian Breweries, PLC, ($r=0.72$). The implication of the results is that any unit increase on flexi-time, compressed work week and job sharing as work schedule flexibility will result to a significant increase on employees' commitment which enhance organizational performance and recommended that organizations should continue to explore the opportunities of institutionalizing flexi-time, compressed work

week and job sharing as working strategies in reinforcing the desired job commitment among their workers.

Nnadozie, Emmanuel Chukwuemeka (2015) carried out a study to determine the effect of relational governance on the performance of breweries in South East, Nigeria. The study adopted the survey design. Four selected breweries in the South East, Nigeria were used for the study. A sample size of 724 respondents was obtained from the population of 3048 employees and the distributors of these breweries using Freund and William's statistical formula. Bowley's method of proportional allocation was used to determine the allocation of questionnaire. The sources of data for the study were primary and secondary.

The main instrument used for primary data was questionnaire, which was structured on five-point Likert scale, and also personal interview. Secondary data were obtained from reviewed relevant literature and the internet. The instrument was checked for reliability and validity using Cronbach coefficient alpha and a value of 0.91 was obtained indicating item consistency. Both the content and face to face validation of the instrument were done by research experts. The data generated from the field survey were presented and analyzed using quantitative method of frequency distribution and simple percentage. The tests of hypotheses were performed using Z-test, ANOVA and Chisquare. The finding revealed that relational governance to a large extent did not positively affect the turnover of breweries in South East, Nigeria; that contractual complexity did not significantly increase the performance of breweries in South East, Nigeria. It was also found that the degree of relational governance significantly increased with the length of time of business interaction; that combining the practices of relational governance and formal contract in inter-organizational business relationship significantly improved the performance of breweries in South East, Nigeria and that contractual governance and relational governance can significantly function as substitutes in exchange performance in breweries in South East, Nigeria.

From the findings of this study, therefore, it was affirmed that relational governance approach can be beneficial for the effective performance of organizations as it enables goodwill, trust and is beneficial to all stakeholders in inter-organizational business relationship. The study recommends that relational governance approach should be adopted in inter-organizational or

inter-personal business relationships where interacting parties have interacted quite some time and proved trustworthy to each other. A combination approach, whereby formal contract and relational governance can jointly be applied in interorganizational business relationship, is commendable.

Idowu Oluwafemi Amos & Oluwafemi Amos (2014) examined the impact of organizational commitment on employee are coping with the challenges of employee productivity. A descriptive research design was used, and survey method adopted for the study. A survey design was used in conducting the research making use of 2-point Likert scale of “YES” “NO”. The primary source of data collection for this study was through a structure questionnaire while the secondary source of data refers to data that are derived from another source. This includes textbooks, periodic, bulletins, monographs etc. This data was used to complement the primary data. The following conclusions were drawn: Organizational commitment has significant impact on employee productivity and as such improves organizational performance and effectiveness. Employee commitment to their organization is significant to organization performance, which manifest in employees’ skills, performance and devotion to duty so as to fulfill the set organizational goals and objectives. Organization motivational measure such as increases in salary and wages, bonus housing, transport etc. will have significant effect on employee productivity, because it will boost their morale. A well structural plan in a firm will have a long-run and stable effect on organization and employee fulfillment.

Abiodun Adekunle Ogunola, Peter O. Kalejaiye & Chiedu A. Abrifor (2013) focused on management style as a correlate of job performance of employees of selected Nigerian brewing industries. The study made use of two brewing industries in Oyo and Osun States of Nigeria. A sample of 200 employees was selected from the two industries. Two instruments were used to generate data for the study namely Supervisory Behavior Descriptive Questionnaire (SBDQ) and Role-Based Performance Scale (RBPS). The results of the study indicated that there was a relationship between management styles and job performance. Also, employees were found to be more responsive to the autocratic management style due to the nature of the work in the industries. The study recommended that the manager should ensure that work is designed in a way that improves employees’ feeling of satisfaction and commitment to the work which will impact on how well they perform on their jobs and that an assessment of the type of

management style employed can assist in determining the basis for a successful and effective performance in terms of specific programs and projects.

2.3 Theoretical Framework

This study will be anchored on both Strengths-Weaknesses-Opportunities and Threats (SWOT) model and Critical Success Factors (CSF'S) models.

2.3.1 Strengths-Weaknesses-Opportunities and Threats (SWOT) model:

SWOT analysis was developed by Ken Andrews in the early 1970's. It is a first, but critical step in developing an organizations strategy. SWOT analysis is an effective way of identifying organizations Strengths and Weaknesses, and of examining the Opportunities and Threats they face. By examining the company's internal capabilities-its strengths and weaknesses, and its external environment-opportunities and threats, it helps the TOWS model to create feasible strategies for competitiveness and superior performance by matching the internal and external elements in a logical and systemic manner.

In SWOT analysis, strength and weaknesses are generated from internal factors such as, the firms' people, products / services, operations and facilities. On the other hand, opportunities and threats are generated from external factors like its markets, the environment, and competitors (Nimmanphatcharin, 2003). An assessment of strengths and weaknesses occupy part of an organizations analysis-an audit of company's internal workings. This is relatively easier to control than outside factors. Conversely, examining opportunities and threats is a part of environmental analysis.

An organization has lesser control over its threats and opportunities. Strengths are the company's capabilities and resources that allow it to engage its activities to generate economic value and possible competitive advantage. A firm's strengths may be in its ability to manufacture unique products or to provide high-level customer service, or to have multiple retail markets for its products. Strengths may also be things such as company's culture, its staffing and training, or the quality of her management. Whatever capability a company has is referred as strength. A company's weaknesses are a lack of resources or capabilities that can prevent it from generating economic value or competitive advantage. Organisational weaknesses may take different forms like-large bureaucratic structure that limits its ability to

compete with smaller more dynamic companies. Weakness may also occur if a company has higher labor costs than a competitor who has a similar product from a lower labor cost.

Opportunities provide an organisation the chance to measure its performance and prove its competitive advantage. Some Opportunities may be anticipated, others arise unexpectedly. Opportunities may arise from changes in technology, changes in government policies related to the company, changes in social patterns, population profiles, and changes in people's life styles. Every organisation faces threats in its environment. Threats are those tendencies that may reduce a company's performance, for example-changing job specifications, changing product or service expectations, changing technology, bad bet or cash flow problems. Threats may also come from products or services of other companies that aim at taking a company's competitive advantage, government regulations or from consumer groups.

Nearly every company can benefit from SWOT analysis and depending on the diversification of a company, it may be necessary to have more than one SWOT analysis. Companies having a wide range of products and operating in diverse markets are not likely to capture all their strengths, weaknesses, opportunities and threats across the span of their operations with a single SWOT analysis. One major problem with the SWOT analysis is that it provides no guidance on how a company can identify the elements that are associated with the organizational and environmental analysis inspite of its emphasis on them. A major advantage of the SWOT analysis model is that it provides the necessary framework and a first step approach towards developing and implementing an effective organizational strategy. It also tells managers what questions to ask during strategy development process, even if it does not provide answers.

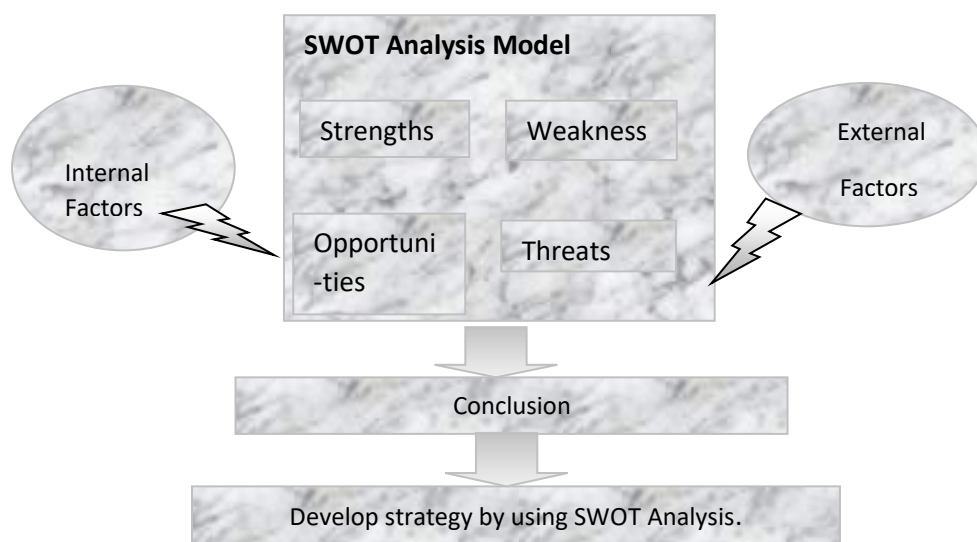
Source: <http://www.bookrags.com/research/SWOT-analysis-com/>

2.3.2 Critical Success Factors (CSF'S) models:

Critical Success Factors (CSFs) are business aspects that firms must pay close attention to in order to achieve the specific outcomes crucial to market success and the competencies and the competitive capabilities with the most direct bearing on firms' profitability (Nimmanphatcharin, 2003). The idea of Critical Success Factors (CSFs) was first presented by D. Ronald Daniel in the 1960s. It was then built on and popularized a decade later by John F. Rockart, of MIT's Sloan School of Management, and has since been used extensively to help businesses implement their strategies.

Figure 3. SWOT Analysis Model

Rockart defines CSFs as 'The limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization. They are the few key areas where things must go right for the business to flourish. If results in these areas are not adequate, the organisation's efforts for the period will be less than desired.' Rockart concludes that CSFs are 'areas of activity that should receive constant and careful attention from management'. An organization creates a common point of reference for measuring business success by identifying her Critical Success Factors (CSFs). CSFs helps organizational management to know exactly what is most important, and by so doing builds focus for the performance of individual tasks



and development of collective synergies.

Critical Success Factors are strongly related to the mission and strategic goals of an organization. Whereas the mission and goals focus on the aims and what is to be achieved, Critical Success Factors focus on the most important areas by getting to the heart of both what is to be achieved and how you will achieve it. In reality, identifying organizations CSFs is a very iterative process as the mission, strategic goals and CSFs are intrinsically linked and each is refined as they are developed.

The following are summary steps taken in the development of CSFs: -

- i. Establish the business mission and strategic goals. For each strategic goal, an enquiry is made of what area of the business is essential to achieve the goal. The answer to this enquiry is the firms CSFs.
- ii. Evaluate the CSFs to find the absolute essential elements for achieving success
- iii. Identify mode of monitoring and evaluating each CSF.
- iv. Communicate the CSFs along with other important elements of the business
- v. Constant monitoring and evaluation of the CSFs.

To ensure that all possible CSFs are considered during CSFs development, Rockart's checklist is used, comprising of:

1. Industry – these factors result from specific industry characteristics. They are the things the organization must do to remain competitive.
2. Environmental – these factors result from macro-environmental influences on an organization. Issues like the business climate, the economy, competitors, and technological advancements are included in this category.
3. Strategic – these factors result from the specific competitive strategy chosen by the organization.

Temporal – these factors result from the organizations internal forces, specific barriers, challenges, directions, and influences.

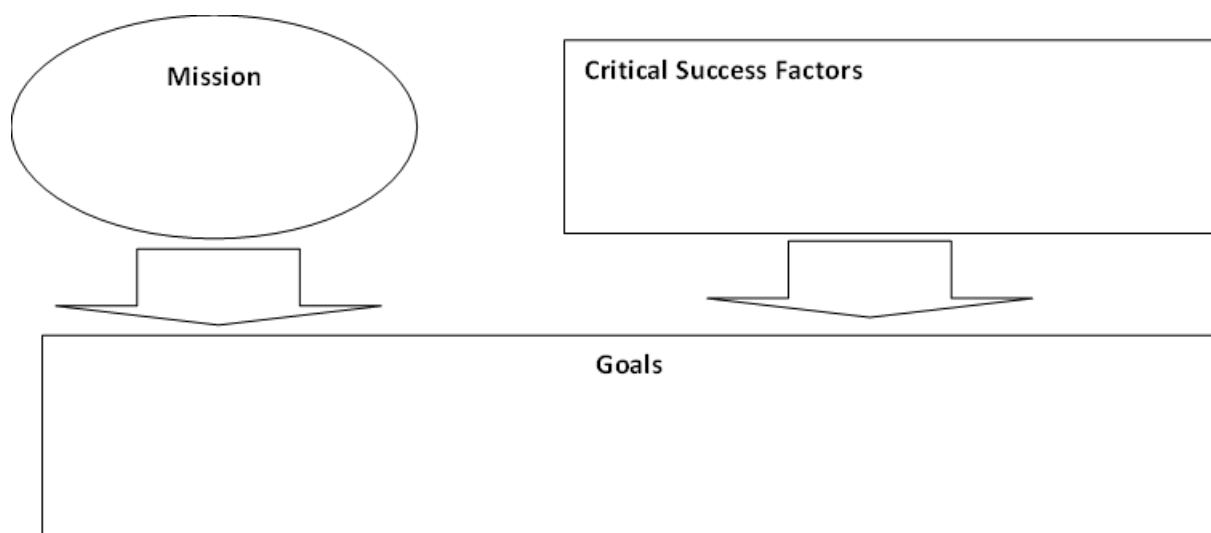


Figure 4. Critical Success Factor Model

Source: <http://www.gwu.edu/>-

This above models fits in with organizational adaptation and performance of brewing companies. The SWOT analysis reveal the strengths, weakness, opportunities, and threats faced by various brewing companies, while the Critical success factors Model analyses the core area various brewing companies should explore in order to gain a competitive advantage in the brewing industry. Hence, the researcher finds out the various marketing strategies used by brewing companies in withstanding competition in the industry. Also, the researcher finds out the operation strategies designed to meet futuristic preferences of consumers. Furthermore, the researcher examines both internal and external factors affecting the performance rate of Nigerian brewing companies.

2.4 Summary of Literature Review

This review started by observing that Breweries are viewed as organisation. This accounts for explaining the concept organisation as it relates to the study. Various definitions have been ascribed to organisation. According to Nageshwar (2019), an organization is a system or structure that facilitates the efficient performance of activities. Additionally, the group is founded to accomplish fundamental goals. Whatever the company's goals may be, an organization is necessary. Additionally, the structure involves carefully allocating resources to each endeavor's predetermined aims (Nageshwar, 2019). Organisation is further described as the process of organizing as implied in social entity formed by a group of people. Organisation

viewed as a social process emphasizes the function that people perform (what people do). In order to accomplish the objectives which, they have set, organisations formulate appropriate strategies which give rise to the development of organisational structure through which the set objectives will be achieved. Scott & Davis (2015) and Jones & Jones (2013) concurred that organizations are complex social systems with sets of related units working together to solve issues to achieve a goal or objective, as well as to produce value and results that are satisfactory to stakeholders.

For an organization to stand tall, there are strategies put in place. These could be referred to as competitive strategy. Competitive strategy is about being different. It means deliberately choosing different set of activities to deliver a unique mix of value. The main goal of the strategic management process is to assist the company in achieving sustainable strategic market competition. When correctly designed and implemented, SMP adds value to the organization by concentrating on and evaluating opportunities and threats, then utilizing its advantages and disadvantages to help it flourish (Tonelli & Cristoni, 2018). In addition, there are factors that influence a brewing company's performance rate. Businesses operate in both the internal and external environments, which influence performance and are the key to the success or failure of firms (Capon, 2009). It is important to know that internal and external factors can work together and influence each other to have an effect on business operations.

Previous empirical studies, such as those conducted by Dr. Melletus Uchechukwu Agbo and Meruo Emmanuel Okeoma (2020), Agorzie et al. (2020), Idowu Oluwafemi Amos and Oluwafemi Amos (2014), and Abiodun Adekunle Ogunola, Peter O. Kalejaiye & Chiedu A. Abrifor (2013), have primarily focused on the impact of worker productivity on the operational performance of brewing firms in Nigeria. However, it appears that not much has been done specifically on the marketing and operational strategies put in place by managements of brewing firms which has enabled them adapt to both internal and external factors affecting their level of performance in Nigerian Brewing Industry.

This study, thus, contributed in filling this apparent knowledge gap. The SWOT analysis revealed the strengths, weakness, opportunities, and threats faced by various brewing companies, while the Critical success factors Model helped analysed the core area various brewing firms should explore in order to gain a competitive advantage in the brewing industry.

The desire to understand the diverse marketing tactics employed by brewing companies to survive in a competitive industry has led to an increased interest in this area. Additionally, there is a need to explore the operational approaches developed to cater to the future preferences of consumers, as well as to analyze the internal and external factors influencing the performance of Nigerian brewing firms.

3 RESEARCH METHODOLOGY

The purpose of this chapter is to describe and outline the research methodology. The goal of this is to outline the methodical procedures and guidelines that the study will adhere to in order to maximize accuracy and decrease error. This, in accordance with Kapoor (2022) it is a thorough examination of the research methodologies used to guarantee that the conclusions reached are accurate, dependable, and defensible. The following subheadings were included in this chapter: research design, research population, research sample/sampling technique, research instrumentation, validation and reliability of the instrument, administration of the instrument/data collection procedure, method of data analysis.

3.1 Research Approach

According to Kapoor (2022), the selection of a research design is primarily based on how feasible and result driving the selected research design is appropriate for the research questions and the general feel of the undergoing study. This study was conducted to look into the organizational performance and adaptation of brewing companies in the southeast. To accomplish the objective of this study, the quantitative approach to collect data, involved a survey analysis.

3.2 Study Area

South-East Nigeria is the study area. Five states make up the region: Abia, Anambra, Ebonyi, Enugu, and Imo. It is inhabited by Igbo speakers, and Christianity is the dominant religion. The population is diverse and includes people with a range of occupations, including government employees, professionals who work for themselves, traders, artisans, and students, among others. A geographical study was chosen because it offers a respectable amount of geographic

and demographic diversity, which would increase the generalizability of the study's findings.

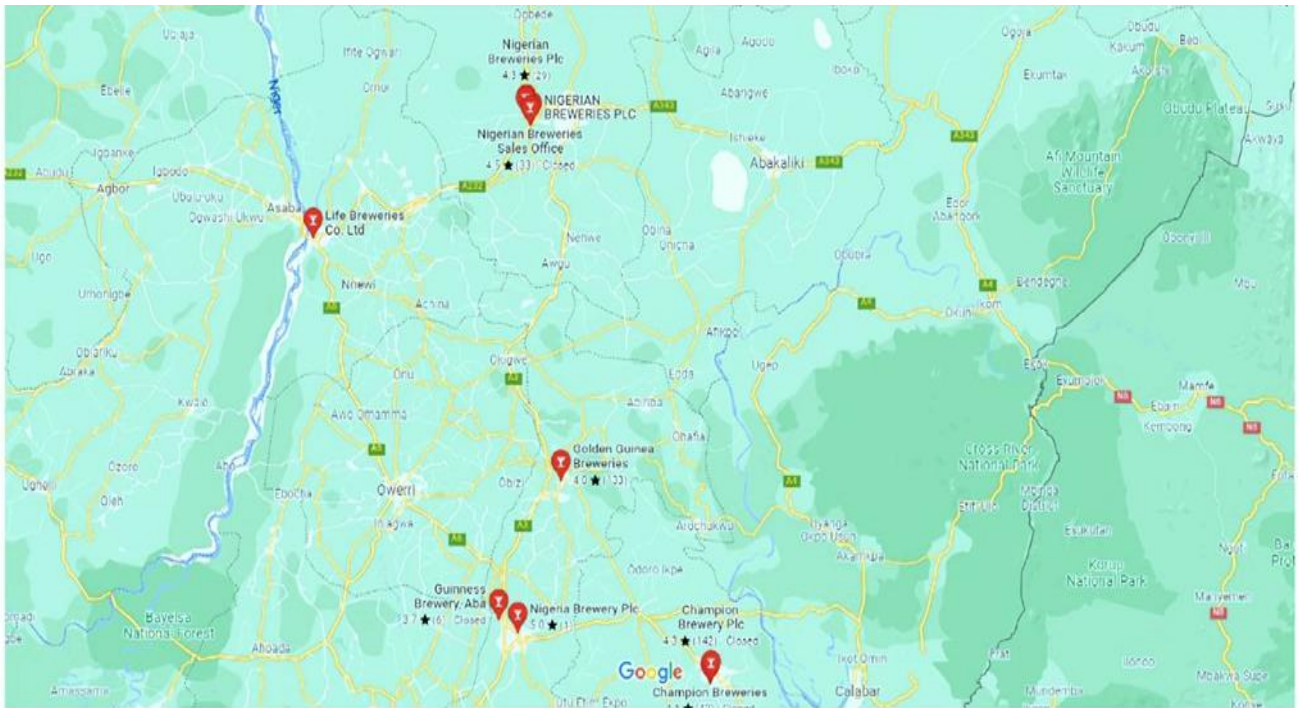


Figure 5. Map showing all breweries in South-East Nigeria

3.3 Population of the Study

The Nigeria Brewery plc. (Aba, Abia State), Life Brewery (Anambra State), Consolidated Breweries plc. (Awo-Omamma, Imo State) as well as Nigeria Brewery plc. (Ameke, Enugu State) Middle level staff such as operations managers, production managers, sales and marketing managers, and their Lower level staff such as supervisors, foreman, section officers, superintendent made up the study population.

- **Rationale behind Selection of Target Audience**

To ensure the effective and prompt distribution of products, a brewery operations manager is in charge of overseeing the internal sales, warehousing, and distribution operations (www.northbrewing.com). A brewery production manager promotes quality improvement goals, ensures a safe work environment, meets production requirements, operates sustainably, and has an excellence-focused mindset (<http://www.vibrewery.com/>). While the primary goal of a brewery sales and marketing manager, as stated by the Carling Team (www.carlingpartnership.com), is to make sure that a brewery's sales goals are met. They develop extremely thorough marketing and sales plans to accomplish this goal. They are also in charge of managing sales staff, planning promotional events, organizing advertising

campaigns, and finding new sales opportunities. The above selected middle level staff are "informed" and "reliable" sources for the specific information sought and they were chosen based on their experience. Apart from the fact that there are fewer breweries in southeast Nigeria, the headquarters of the chosen breweries are inaccessible because they are generally located in the southwest geopolitical zone.

3.4 Sample Size and Sampling Technique

The sample size for the survey were determined by referring to the scale of sample size adequacy as suggested by Comrey & Lee (1992).

Table 1. Scale of Sampling Adequacy According to Comrey & Lee

S/N	Sample Size	Adequacy
1.	100	Poor
2.	200	Fair
3.	300	Good
4.	500	Very good
5.	1, 000	Excellent

Source:

A total of 300 questionnaire which is rated as “good” by Comrey & Lee (1992) was made available through an online google survey will be made available to the staff currently working at the selected brewing companies in Southeast, Nigeria. Additionally, purposive sampling was used to choose the brewing companies. The choice made was based on popular brewing companies in the south-eastern region. Because no brewing company with an online registration could be located in Ebonyi State, it was left out. Table 1 below shows the number chosen from each brewing company.

Table 2. Total Distribution of Online Survey

Brewing Companies	Sample Selected
Nigerian Brewery PLC, Enugu	57

Nigerian Brewery PLC, Abia	99
Life Brewery, Anambra	72
Consolidated Breweries PLC, Imo	72
Total	300

Source: [List of Nigerian Breweries And Their Products – Nigerian Infopedia](https://www.google.com/search?q=list+of+breweries+in+Anambra)

<https://www.google.com/search?q=list+of+breweries+in+Anambra>

3.5 Instrument of Data Collection

The instrument of data collection instrument for this study was questionnaire. The questionnaire comprised entirely close-ended questions to make for optimum mathematical precision. The questionnaire contained 31 items spread across five sections. Section I had questions on the respondents' demographic variables; Section II had questions related to marketing strategies; Section III had questions related to operation strategies designed to meet futuristic preferences; Section IV had questions on internal and external factors affecting the performance rate; Section V had questions on methods for the survival of brewing companies.

3.6 Measurable Variables

This study measured the following factors:

- **The degree to which various marketing techniques employed by brewing companies aid in mitigating industry competition.** This was assessed by posing questions to the respondents about whether different marketing plans have been implemented to fend off competition in the brewing industry.
- **How well these business strategies are suited to consumers' forward-thinking preferences.** This was assessed by asking the respondents questions about whether strategies are created to satisfy consumers' futuristic preferences.
- **The impact of internal and external factors on Nigerian brewing companies' performance rates.** This was assessed by posing questions to the respondents about the existence of variables influencing the performance rate of Nigerian brewing companies.
- **The managers', supervisors', and team leaders' responses to the question of how brewing companies can survive in a competitive market.** This was assessed by

posing questions to the respondents about whether a brewery's competitors use any strategies to help it survive.

3.7 Validity and Reliability of Study

To test the validity and reliability of the selected instrument, the supervisor was given the questionnaire to vet. Similarly, a pilot study using 20 respondents randomly selected from the population was selected. The instrument was administered to the respondents to fill and return them. Analysis of their answers helped in measuring the instrument's validity.

To measure the instrument's reliability (consistency), the questionnaire was re-administered to the same 20 respondents after two weeks of the first exercise. Analysis of their answers this time was tailored towards establishing whether there is significant difference between these later answers and the answers they supplied in the first exercise. Absence of such significant inconsistency proved the instrument's reliability.

3.7.1 Method of Data Collection

The data collection was done within a space of one month. The Quantitative data collection was carried out by using the Microsoft office survey technique. This form of data collecting was chosen because, given the target audience, it would be preferable to elicit the necessary replies from them if they could access the questions as soon as possible. The targeted participants were staff in breweries situated in southeast, Nigeria. Social media sites like LinkedIn and Facebook was used to disseminate the survey questions, and responses were gathered. The survey approach has advantages such as the improved capacity to acquire precise results, little to no observer intervention, and a convenient data collection system (Nardi, 2018).

3.8 Method of Data Analysis

The Statistical Package for Social Sciences (SPSS) version 20 for data management was employed for analyzing the quantitative data. The data obtained were presented in charts. Also, simple percentages and frequencies were employed as statistical tools in this study.

4 Results and Discussion of Findings

This chapter is for presentation, analysis and interpretation of data gathered through the use of a google survey questionnaire. Thereafter, combined reading of these data was done to generate answers to the research questions. The chapter then concludes with discussion of the findings.

4.1 SURVEY DATA PRESENTATION AND ANALYSIS

The survey data presentation was done using charts such as pie charts and bar charts. The data were segmented as follows: demographic variables, response rate, marketing strategies used by brewing companies in withstanding competition in the industry; strategies designed to meet futuristic preferences of customers; factors that influence performance rate of the company; enabling method of survival of the brewing company amongst its rivals.

4.1.1 Socio-Demographic Characteristics of Respondents

Frequency and Percentage Distribution of Respondents on Socio-Demographic Characteristics

1. Gender

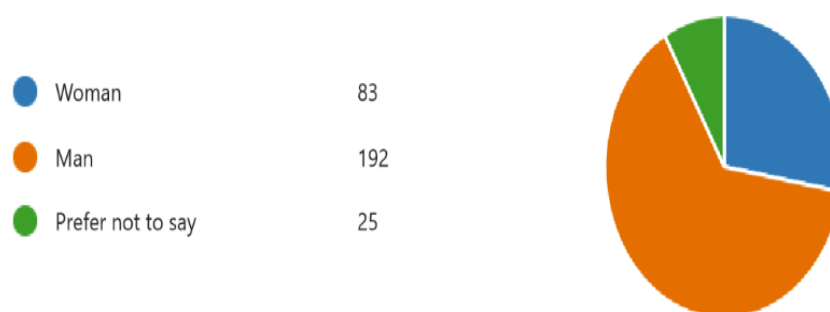


Figure 6. Structure of the Gender in the examined population

Source: Fieldwork, 2023.

From the above result, majority of respondents identified as men, representing approximately 63% of the total respondents, while approximately 27% of the respondents identified as women. The remaining 8% preferred not to say. This gender imbalance may reflect the gender composition of the workforce in the brewing industry in South East Nigeria. It is worth noting that gender can influence workplace dynamics, and therefore, it is important to consider gender as a factor when analyzing the data.

2. Age group

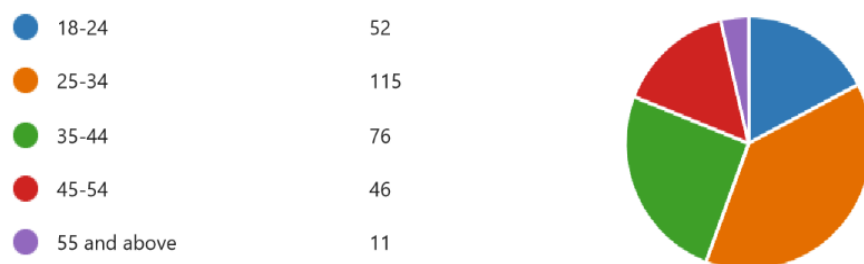


Figure 7. Structure of the Age Group of the examined population

Source: Fieldwork, 2023.

The age distribution of the respondents suggests that the majority of them fall within the 25-44 age group, with 115 and 76 respondents respectively. This may be an indication that the brewing industry in South East Nigeria attracts relatively young and middle-aged workers. However, the fact that there are still 11 respondents above the age of 55 suggests that there may be some level of job security in the industry, which can incentivize workers to stay longer.

3. Level of Education

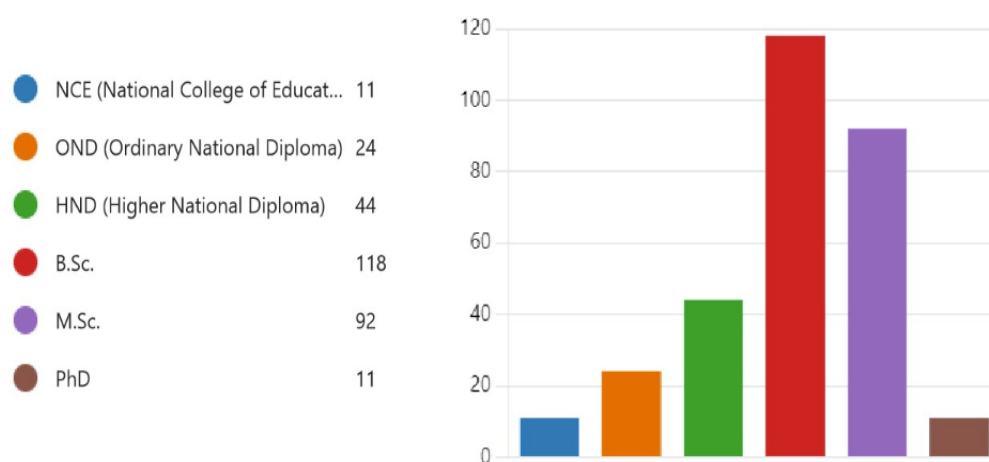


Figure 8. Structure of the Level of Education of participants

Source: Fieldwork, 2023.

The education level of the respondents shows a relatively high proportion of respondents with higher education degrees, such as BSC, MSC, and PHD, comprising approximately 65% of the sample. This could be an indication that the brewing industry in South East Nigeria requires workers with a certain level of education and technical skills. It could also suggest that there is a need for continuous learning and development in the industry.

4. What brewing company do you work for?

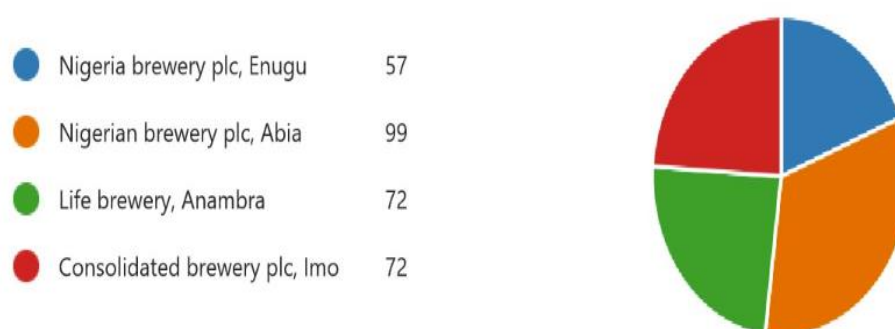


Figure 9. Structure of the Participants Locations examined

Source: Fieldwork, 2023.

The location of the respondents shows that the sample is spread across four different brewing companies in South East Nigeria. This suggests that the findings may be generalizable to the brewing industry in the region. However, it is important to note that the sample size for each location is not equal, which may have implications for the representativeness of the findings.

5. What position do you occupy?

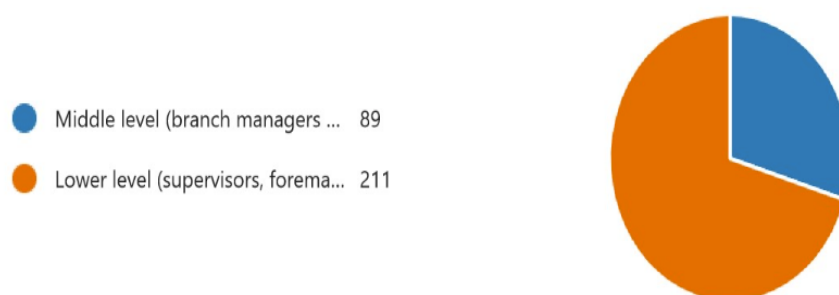


Figure 10. Structure of Positions Occupied

Source: Fieldwork, 2023.

The majority of respondents occupy lower-level positions, comprising approximately 67% of the sample. This may be an indication that the study focuses on frontline workers who are likely to be directly affected by organizational adaptation in the brewing industry. However, the fact that there are still 89 respondents in middle-level positions suggests that there may be some level of upward mobility in the industry.

6. The number of years worked in the brewery company

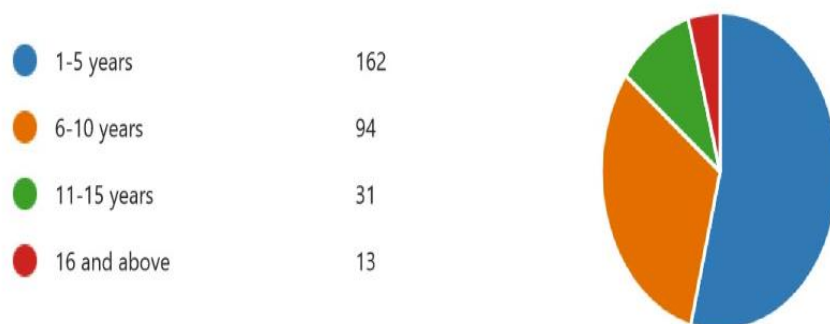


Figure 11. Structure of the Number of years Spent

Source: Fieldwork, 2023.

The number of years of working in the brewery company shows that the majority of the respondents have worked for 1-5 years, comprising approximately 44% of the sample. This

suggests that the brewing industry in South East Nigeria may have a relatively high turnover rate, which can have implications for organizational performance. However, the fact that there are still 31 respondents who have worked for 11-15 years suggests that there may be some level of job security and satisfaction in the industry.

4.1.2 Marketing Strategies

The data provided in this section pertains to the marketing strategies adopted by the brewing firms in the South-East region of Nigeria. The questions in this section focus on the types of advertising, frequency of sales promotion, effectiveness of advertising methods, influencer marketing, use of discount offers, targeted advertising, cross-promotion with other brands, and conducting market research.

7. What type of advertising is most adopted in your Company?

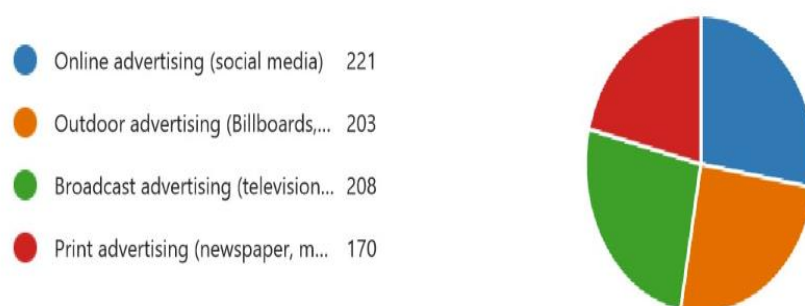


Figure 12. Structure of Advertising Mode Adopted

Source: Fieldwork, 2023.

According to the responses, the most adopted type of advertising by these brewing firms is online advertising through social media platforms (221 respondents). This is followed closely by outdoor advertising such as billboards and fliers (203 respondents), broadcast advertising through television and radio (208 respondents), and print advertising in newspapers and magazines (170 respondents). These results suggest that the majority of the brewing firms in the South-East region of Nigeria are leveraging digital marketing to reach a wider audience, followed by traditional marketing methods.

8. How often do you promote sales through these mediums?

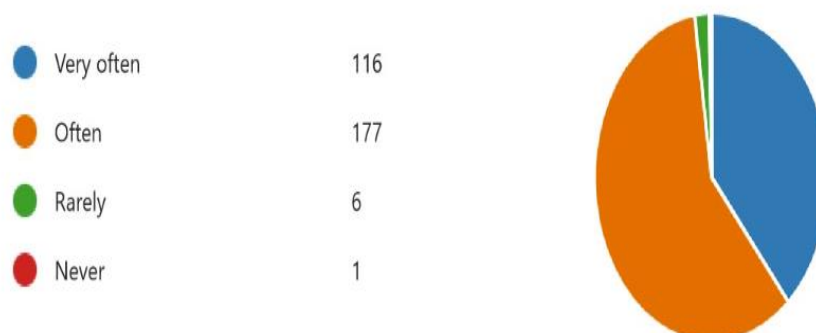


Figure 13. Frequency of Sales Promotion in the Brewery firm

Source: Fieldwork, 2023.

In terms of frequency of sales promotion, the majority of the respondents stated that they promote sales through these mediums very often (116 respondents) or often (177 respondents). Only a small percentage of respondents reported promoting sales through these mediums rarely (6 respondents) or never (1 respondent).

9. How effective is the advertising method used for the promotion of sales?

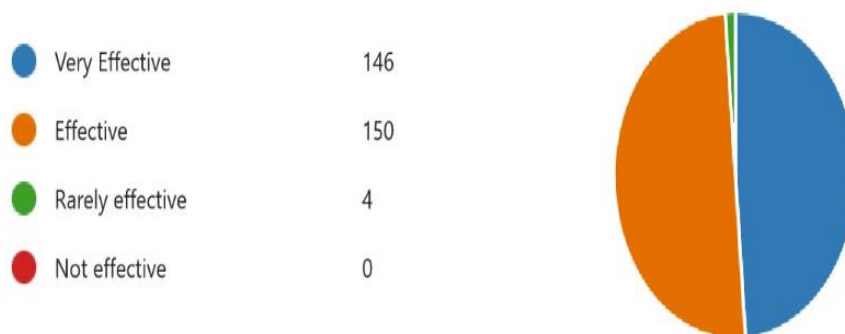


Figure 14. Effectiveness of Advertising Method opted for

Source: Fieldwork, 2023.

The respondents also reported that the advertising methods used for the promotion of sales are generally effective, with the majority of respondents stating that they are very effective (146

respondents) or effective (150 respondents). Only a small percentage of respondents reported that the advertising methods are rarely effective (4 respondents), and no respondent reported that they are not effective.

10. Have you employed influencer marketing to reach a larger audience?



Figure 15. Adoption of Influencer Marketing

Source: Fieldwork, 2023.

When it comes to influencer marketing, the majority of the respondents (218 respondents) reported that they have employed influencer marketing to reach a larger audience, while a smaller percentage reported that they have not (34 respondents) or maybe (48 respondents) used this marketing strategy.

11. How often do you use discount offers to incentivize customers to purchase your product over competitors?

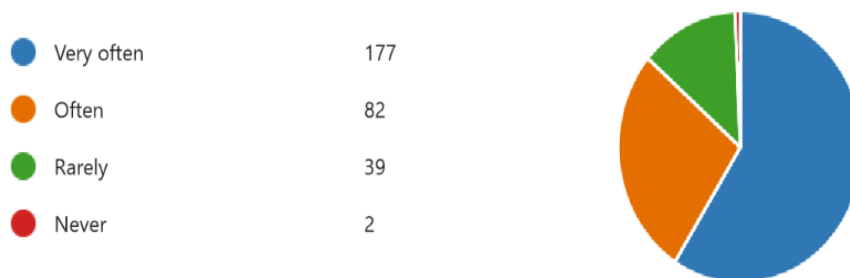


Figure 16. Discount Offer to Incentivize Customers

Source: *Fieldwork, 2023.*

Discount offers are a common marketing strategy used by these brewing firms, with the majority of respondents reporting that they use discount offers to incentivize customers to purchase their products over competitors very often (177 respondents) or often (82 respondents). Only a small percentage of respondents reported that they use discount offers rarely (39 respondents) or never (2 respondents).

12. Have you used targeted advertising to reach specific customer segments?

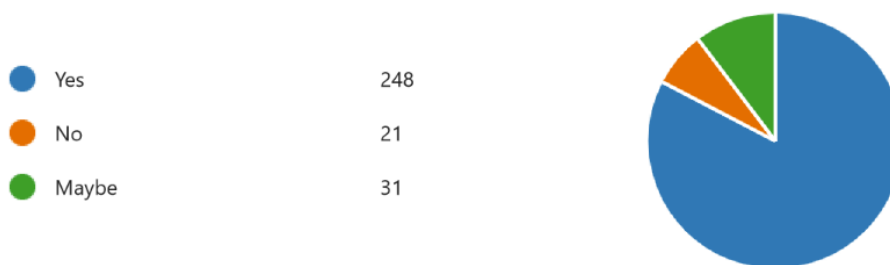


Figure 17. Chart that shows the Use of Targeted Advertising

Source: *Fieldwork, 2023.*

Targeted advertising is another marketing strategy adopted by these brewing firms, with the majority of respondents (248 respondents) reporting that they have used this strategy. When asked about the attributes their targeted advertising is based on, the majority of respondents (195 respondents) reported that it is based on age, gender, and race, while a smaller percentage of respondents reported that it is based on all of the above (27 respondents) or other attributes (76 respondents).

13. Have you partnered with other businesses or brands to cross-promote each other's products?

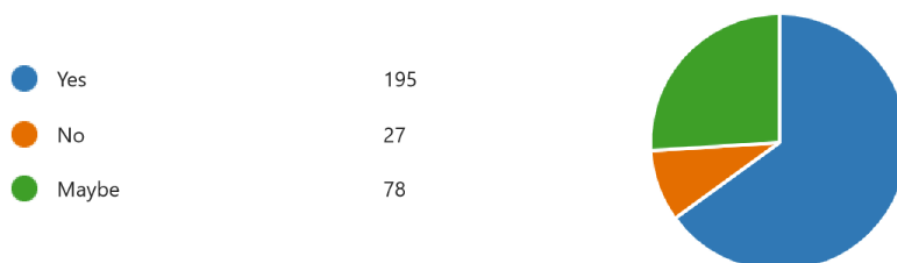


Figure 18. Figure Partnership with Other Brands

Source: Fieldwork, 2023.

Cross-promotion with other businesses or brands is also a common marketing strategy used by these brewing firms, with the majority of respondents (244 respondents) reporting that they have partnered with other businesses or brands to cross-promote each other's products.

14. Do you conduct market research to identify trends and consumer preferences in the market?

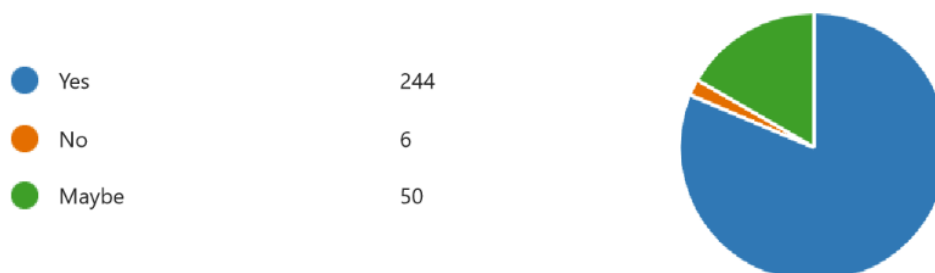


Figure 19. Market Research for Identification of Trends and Consumer Preferences

Source: Fieldwork, 2023.

Finally, the majority of respondents (255 respondents) reported that they conduct market research to identify trends and consumer preferences in the industry, while a smaller percentage of respondents reported that they do not (13 respondents) or maybe (32 respondents) conduct market research.

Overall, the results suggest that the brewing firms in the South-East region of Nigeria are adopting a variety of marketing strategies to promote their products, with digital marketing being the most widely adopted strategy. The results also suggest that these marketing strategies are generally effective, and that the firms are actively conducting market research to identify trends and consumer preferences in the industry.

4.1.3 Operation Strategies Designed to Meet Futuristic Preferences

15. Have you conducted market research to identify emerging trends and preferences of consumers to inform your operational strategies?

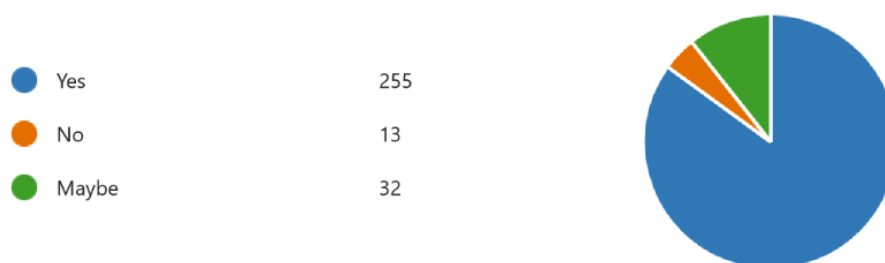


Figure 20. Chart Showcasing Operational Strategies

Source: *Fieldwork, 2023.*

It is encouraging to see that the majority of respondents (255) have conducted market research to identify emerging trends and preferences of consumers. This suggests that these brewing firms are proactive in understanding their customers' needs and preferences and can use this information to inform their operational strategies. However, it is worth noting that 32 respondents answered "maybe," indicating that they may not have conducted enough research in this area.

16. Have you incorporated sustainable practices in your operations to meet the changing preferences of environmentally conscious consumers?



Figure 21. Incorporation of Sustainable Practices

Source: Fieldwork, 2023.

It is positive to see that 201 respondents have incorporated sustainable practices in their operations to meet the changing preferences of environmentally conscious consumers. This is an important trend, as more consumers are becoming environmentally conscious and are choosing products and services that align with their values. However, it is concerning that 73 respondents answered "maybe" or "no," indicating that some brewing firms may not be taking this trend seriously.

17. Have you invested in technology to improve the efficiency and convenience of your operations to meet the preferences of tech-savvy consumers?

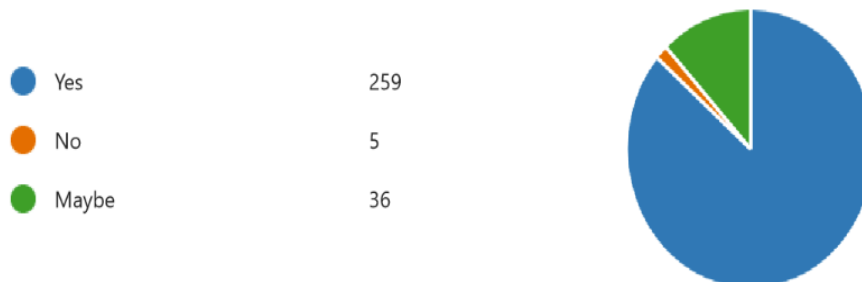


Figure 22. Meeting Preferences of Tech-Savvy Consumer

Source: Fieldwork, 2023.

It is impressive to see that 259 respondents have invested in technology to improve the efficiency and convenience of their operations to meet the preferences of tech-savvy consumers. This suggests that these firms are aware of the importance of technology in meeting consumer preferences and are taking steps to adapt to this trend. However, it is worth noting that only 36 respondents answered "maybe," indicating that some firms may not be considering this trend as seriously.

18. Have you implemented flexible manufacturing processes to meet the changing preferences of consumers for personalized products?



Figure 23. Implementation of Flexible Manufacturing Processes

Source: Fieldwork, 2023.

Only 24 respondents have implemented flexible manufacturing processes to meet the changing preferences of consumers for personalized products. This is concerning, as the trend towards personalization is growing, and firms that are unable to offer personalized products may fall behind their competitors. However, it is positive that only 10 respondents answered "no," indicating that some firms are at least considering this trend.

19. Have you adopted a data-driven approach to identify changing consumer preferences and adapt your operations accordingly?

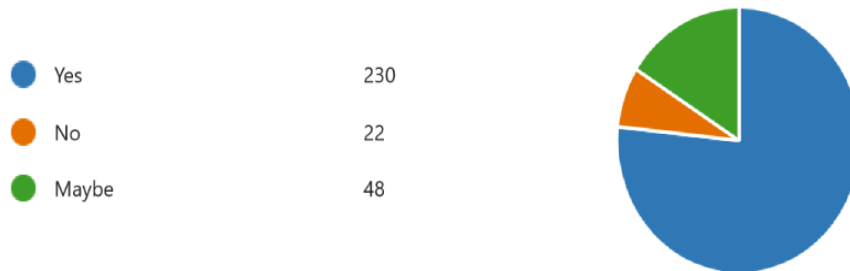


Figure 24. Adoption of a Data-Driven Approach

Source: Fieldwork, 2023.

It is promising to see that 230 respondents have adopted a data-driven approach to identify changing consumer preferences and adapt their operations accordingly. This is important, as data can provide valuable insights into consumer behavior and preferences, which can inform operational strategies. However, it is worth noting that 22 respondents answered "no," indicating that some firms may not be using data to inform their decision-making.

20. Have you established partnerships with other businesses to expand your product offerings and meet diverse consumer preferences?

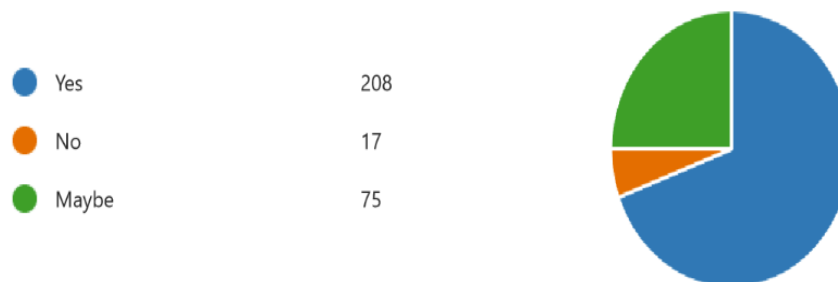


Figure 25. Establishment of Partnership to Expand and Meet Diverse Preferences

Source: Fieldwork, 2023.

It is positive to see that 208 respondents have established partnerships with other businesses to expand their product offerings and meet diverse consumer preferences. This suggests that these

firms are aware of the importance of collaboration in meeting consumer needs and are taking steps to work with other businesses to offer a wider range of products. However, it is concerning that 75 respondents answered "maybe," indicating that some firms may not be fully committed to this trend.

21. Have you implemented a customer feedback system to collect and analyze consumer feedback to inform your operational strategies?

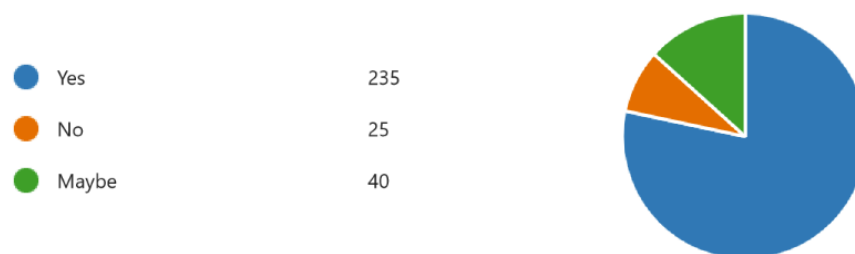


Figure 26. Implementation of a Feedback System

Source: Fieldwork, 2023.

It is encouraging to see that 235 respondents have implemented a customer feedback system to collect and analyze consumer feedback to inform their operational strategies. This is important, as customer feedback can provide valuable insights into areas for improvement and help firms to better meet consumer needs. However, it is worth noting that 25 respondents answered "no," indicating that some firms may not be collecting and analyzing customer feedback effectively.

22. Have you implemented a continuous improvement process to regularly assess and update your operational strategies to meet evolving consumer preferences?

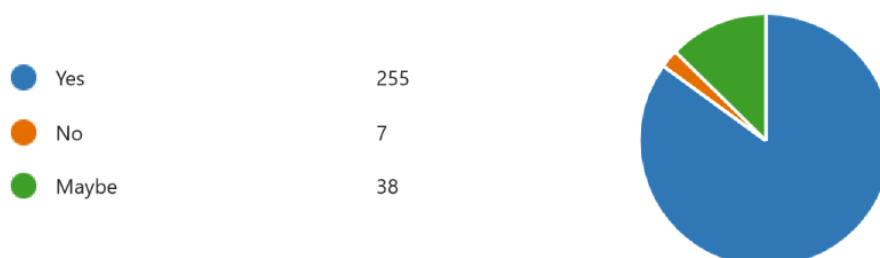


Figure 27. Improvement Process to Regularly Assess and Update Strategies

Source: Fieldwork, 2023.

It is positive to see that 255 respondents have implemented a continuous improvement process to regularly assess and update their operational strategies to meet evolving consumer preferences. This suggests that these firms are committed to adapting to changing trends and are taking a proactive approach to ensure that their operations remain relevant. However, it is worth noting that 7 respondents answered "no," indicating that some firms may not be regularly assessing and updating their operational strategies.

4.1.4 Internal And External Factors Affecting The Performance Rate

23. Do internal factors such as organizational structure, management practices, and employee skills have an impact on the performance rate of breweries?



Figure 28. Impact of Internal Factors

Source: Fieldwork, 2023.

Internal factors such as organizational structure, management practices, and employee skills have an impact on the performance rate of breweries. Out of the 300 respondents, 256 answered yes to this question. This indicates that a majority of the respondents believe that internal factors have an impact on the performance rate of breweries. This suggests that companies need to pay attention to their organizational structure, management practices, and employee skills in order to improve their performance rate.

24. Do external factors such as economic conditions, government regulations, and competitive landscape affect the performance rate of breweries?

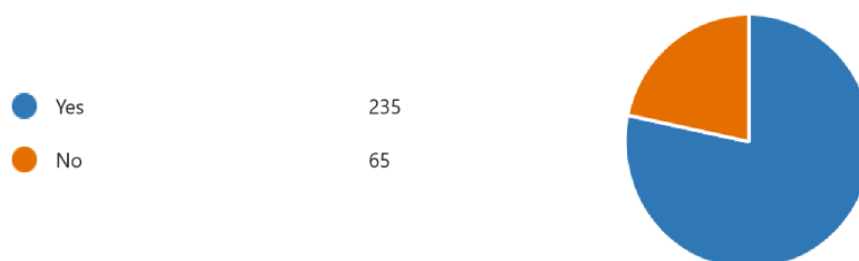


Figure 29. Impact of External Factors

Source: Fieldwork, 2023.

External factors such as economic conditions, government regulations, and competitive landscape affect the performance rate of breweries. Out of the 300 respondents, 235 answered yes to this question. This indicates that a majority of the respondents believe that external factors have an impact on the performance rate of breweries. This suggests that companies need to pay attention to the economic conditions, government regulations, and competitive landscape in order to improve their performance rate.

25. Do consumer behavior and preferences affect the performance rate of breweries?



Figure 30. Factors that Affect Performance Rate

Source: Fieldwork, 2023.

Consumer behavior and preferences affect the performance rate of breweries. Out of the 300 respondents, 283 answered yes to this question. This indicates that a vast majority of the respondents believe that consumer behavior and preferences have an impact on the performance

rate of breweries. This suggests that companies need to pay attention to consumer behavior and preferences in order to improve their performance rate.

26. Does the availability and cost of raw materials impact the performance rate of breweries?



Figure 31. Impact of Availability and Cost on Performance Rate

Source: Fieldwork, 2023.

The availability and cost of raw materials impact the performance rate of brewing. Out of the 300 respondents, 293 answered yes to this question. This indicates that a vast majority of the respondents believe that the availability and cost of raw materials have an impact on the performance rate of breweries. This suggests that companies need to pay attention to the availability and cost of raw materials in order to improve their performance rate.

27. Does the level of investment in research and development affect the performance rate of breweries?

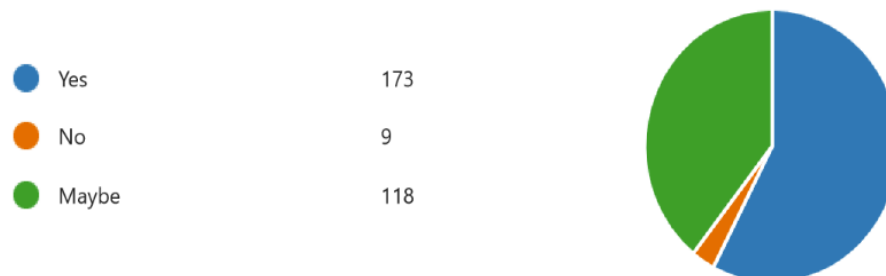


Figure 32. Effect of Research and Development on Performance Rate

Source: Fieldwork, 2023.

The level of investment in research and development affects the performance rate of Nigerian brewing companies. Out of the 300 respondents, 173 answered yes to this question, while 118

answered maybe. This indicates that a majority of the respondents believe that the level of investment in research and development has an impact on the performance rate of Nigerian brewing companies. However, a significant number of respondents were unsure about this factor. This suggests that companies need to focus on research and development as a potential factor for improving their performance rate, but they should also conduct further research to better understand its impact.

Overall, these results generate to answer section D questions indicate that both internal and external factors, as well as consumer behavior and preferences and the availability and cost of raw materials, have an impact on the performance rate of Nigerian brewing companies. Companies need to pay attention to these factors and potentially invest in research and development to improve their performance rate.

4.1.5 Methods for The Survival of Brewing Companies

28. Have you employed strategic pricing methods to remain competitive among rivals in the brewing industry?

[More Details](#)

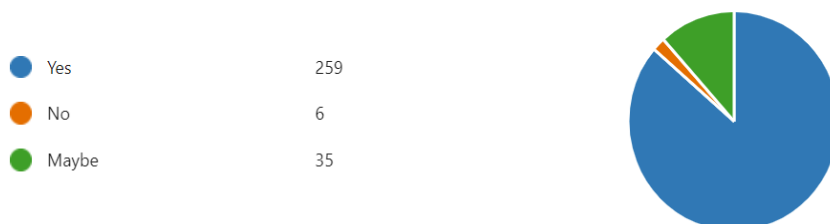


Figure 33. Employment of Strategic Pricing Methods

Source: Fieldwork, 2023.

259 respondents answered "Yes" to the question of whether they have employed strategic pricing methods to remain competitive among rivals in the brewing industry. This indicates that pricing is a critical factor in the brewing industry, and companies need to be strategic in their pricing methods to stay competitive. Only 6 respondents answered "No", indicating that almost all brewing companies have recognized the importance of strategic pricing in their operations. 35 respondents answered "Maybe", indicating that some companies may still be considering whether or not to employ strategic pricing methods.

29. Have you implemented cost-cutting measures to reduce overheads and increase profitability in the face of intense competition?

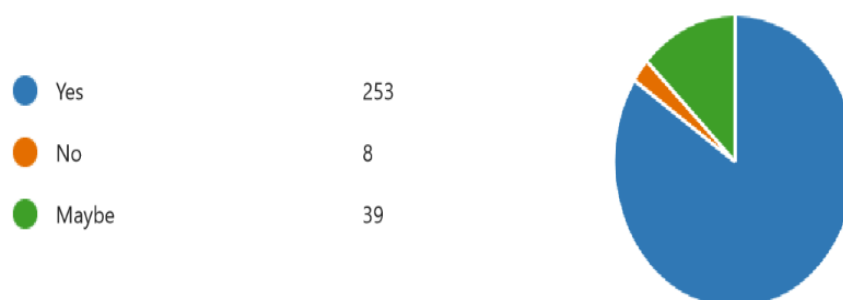


Figure 34. Implementation of Cost-Cutting Measures

Source: Fieldwork, 2023.

253 respondents answered "Yes" to the question of whether they have implemented cost-cutting measures to reduce overheads and increase profitability in the face of intense competition. This indicates that cost management is a critical factor for survival in the brewing industry, and companies need to be efficient in their operations to stay competitive. Only 8 respondents answered "No", indicating that almost all brewing companies recognize the need for cost-cutting measures. 39 respondents answered "Maybe", indicating that some companies may still be considering whether or not to implement cost-cutting measures.

30. Have you implemented innovation and product development strategies to differentiate your brand from rivals and attract customers?

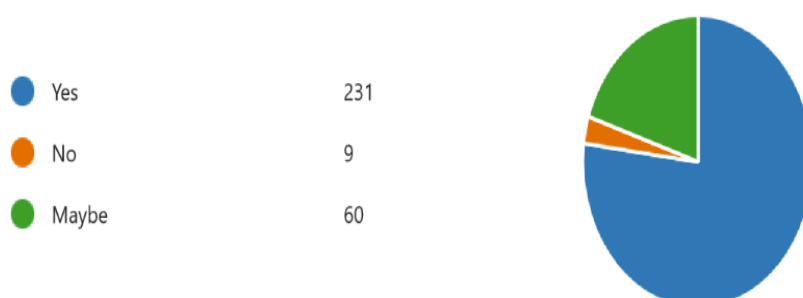


Figure 35. Implementation of Innovation and Product Development Strategies

Source: Fieldwork, 2023.

231 respondents answered "Yes" to the question of whether they have implemented innovation and product development strategies to differentiate their brand from rivals and attract customers. This indicates that innovation is a critical factor for survival in the brewing industry, and companies need to continuously develop new products and differentiate themselves from competitors to remain competitive. Only 9 respondents answered "No", indicating that almost all brewing companies recognize the need for innovation and product development. 60 respondents answered "Maybe", indicating that some companies may still be considering whether or not to implement innovation and product development strategies.

31. Have you engaged in partnerships or collaborations with other businesses to expand your market reach and improve your competitive position?



Figure 36. Means to Expand Market Reach

Source: *Fieldwork, 2023.*

192 respondents answered "Yes" to the question of whether they have engaged in partnerships or collaborations with other businesses to expand their market reach and improve their competitive position. This indicates that partnerships and collaborations are important factors for survival in the brewing industry, and companies need to explore opportunities for collaboration to improve their market position. Only 5 respondents answered "No", indicating that most brewing companies recognize the potential benefits of partnerships and collaborations. 103 respondents answered "Maybe", indicating that some companies may still be considering whether or not to engage in partnerships or collaborations.

4.2 Discussion of Findings

Previous studies conducted by various researchers such as Dr. Melletus Uchechukwu Agbo, Meruo Emmanuel Okeoma (2020); Agorzie, Claudius Jamike, Ekpudu, Jonathan Ehimen, Adewumi, Tolulope Olajumoke (2020); Idowu Oluwafemi Amos, Oluwafemi Amos (2014); and Abiodun Adekunle Ogunola, Peter O. Kalejaiye & Chiedu A. Abrifor (2013) have focused on the relationship between worker productivity and operational performance of brewing firms in Nigeria. However, there seems to be a gap in the literature regarding the marketing and operational strategies employed by management of brewing firms to adapt to the internal and external factors affecting their performance in the Nigerian brewing industry. This study aimed to fill the apparent gap in the literature by exploring the marketing and operational strategies employed by brewing companies in Nigeria to adapt to the internal and external factors affecting their level of performance in the brewing industry. Based on the findings, it can be concluded that the gap in the literature was successfully filled as the study provided insights into the strategies used by brewing companies to stay competitive in the industry. The study found that brewing companies in south-east Nigeria employed various marketing strategies such as product differentiation, strategic pricing, and advertising to withstand competition in the industry. The results also showed that innovation and product development were essential strategies used by brewing companies to differentiate their brands from rivals and attract customers. Furthermore, the study revealed that consumer behavior and preferences significantly influenced the performance rate of brewing companies in Nigeria, and companies need to develop operation strategies designed to meet futuristic preferences of consumers to stay ahead in the market.

The internal and external factors affecting the performance rate of brewing companies were also identified in this study. Internal factors such as organizational structure, management practices, and employee skills, and external factors such as economic conditions, government regulations, and competitive landscape were found to have significant impacts on the performance rate of brewing companies. The availability and cost of raw materials also impacted the performance rate of brewing companies in Nigeria, and companies need to devise strategies to manage the impact of these factors. The study also explored the enabling methods for the survival of brewing companies amongst rivals. The findings revealed that brewing companies implemented cost-cutting measures to reduce overheads and increase profitability.

in the face of intense competition. Collaboration with other businesses to expand market reach and improve competitive position was another strategy employed by brewing companies in Nigeria to survive in the industry.

In addition to the above, SWOT analysis was conducted to identify the strengths, weaknesses, opportunities, and threats of the selected brewing companies operating in South-East Nigeria. The study revealed that the strengths of the brewing companies in the region include their strong brand identity, diverse product offerings, good marketing strategies, efficient distribution channels, and strong financial performance. These strengths have enabled the companies to remain competitive and profitable in the industry.

While the weaknesses identified include inadequate infrastructure, limited access to raw materials, high cost of production, and poor government policies. These weaknesses have limited the growth potential of the brewing companies in the region and have hindered their ability to expand their operations. The study also revealed that there are opportunities for the brewing companies to expand their operations and increase their market share. These opportunities include the growing demand for alcoholic beverages in the region, the availability of new technologies for brewing, and the potential for new product development. Lastly, several threats to the brewing companies in the region were noted. They include intense competition from established players and new entrants, changing consumer preferences, and stringent government regulations. These threats have the potential to negatively impact the growth and profitability of the companies in the industry.

Overall, the SWOT analysis highlights the need for the brewing companies to focus on their strengths and opportunities while addressing their weaknesses and threats. This can be achieved through the implementation of effective strategies and policies that enable the companies to remain competitive and profitable in the industry. This study also applied the CSF Model to identify critical success factors for the selected brewing firms in South-East Nigeria, including effective branding, product research and development, adherence to high-quality standards, efficient distribution channels, cost control, and regulatory compliance. Prioritizing these factors can help the brewing firms gain a competitive edge and improve their overall performance.

5 Summary & Conclusion

Based on the analysis of the data gathered on organizational adaptation and performance of brewing firms in South East Nigeria, it is clear that the brewing industry is highly competitive, and companies must continuously adapt to meet evolving consumer preferences and market conditions to remain successful. The data revealed that most brewing firms have implemented various strategies to remain competitive, including the use of online advertising, influencer marketing, targeted advertising, and partnerships with other businesses. In addition, companies have invested in technology, implemented sustainable practices, and adopted flexible manufacturing processes to meet changing consumer preferences.

Also, Internal factors such as organizational structure, management practices, and employee skills were found to have a significant impact on the performance rate of breweries. While external factors such as economic conditions, government regulations, and the competitive landscape also affect the performance rate of brewing companies. It was also deduced that availability and cost of raw materials also affect the performance rate of brewing companies.

In addition to the above, to survive in the highly competitive brewing industry, companies must employ strategic pricing methods, implement cost-cutting measures, innovate, and engage in partnerships or collaborations with other businesses to expand their market reach and improve their competitive position.

In conclusion, the data analysis revealed that the organizational adaptation strategies employed by brewing firms in South East Nigeria have a significant impact on their performance rate. Companies that adapt to changing market conditions and consumer preferences will be more successful in the long run.

5.1 Recommendations

Based on the findings gathered, here are some recommendations for brewing companies in South East Nigeria:

- ✚ Embrace sustainability: With the rising trend of environmentally conscious consumers, it is recommended that brewing companies incorporate sustainable practices in their operations. This could include reducing energy consumption, recycling and waste reduction, and the use of eco-friendly packaging materials.

- ✚ Adopt technology: With the growing preference for convenience and efficiency among tech-savvy consumers, brewing companies should invest in technology to improve their operations. This could include automation of processes, online ordering systems, and mobile payment options.
- ✚ Emphasize customer feedback: Brewing companies should implement a customer feedback system to collect and analyze consumer feedback to inform their operational strategies. This could include surveys, focus groups, and social media listening tools.
- ✚ Focus on innovation and product development: To differentiate their brands from rivals and attract customers, brewing companies should prioritize innovation and product development strategies. This could include launching new product lines, collaborating with other businesses, and investing in research and development.
- ✚ Remain competitive: Brewing companies should employ strategic pricing methods and cost-cutting measures to remain competitive among rivals in the brewing industry. This could include offering discounts, promotions, and value-added services.
- ✚ Keep up with changing trends: Brewing companies should conduct regular market research to identify emerging trends and preferences of consumers to inform their operational strategies. This could include staying up to date with changing consumer preferences, government regulations, and economic conditions.

By implementing these recommendations, brewing companies in South East Nigeria can adapt to changing consumer preferences and improve their performance in the industry.

5.2 Limitations of Study

There are several limitations to this study that should be acknowledged. Firstly, the study was limited to only brewing companies in the South-East region of Nigeria, and therefore, the findings may not be generalizable to other regions or countries. Also, the study relied on self-reported data from the respondents, which may be subject to bias and inaccuracies. In addition, the study only focused on a limited number of factors that may affect the performance of brewing companies and did not consider other important factors such as political instability and cultural factors. Furthermore, the study was conducted using a quantitative research method, and therefore, it was not possible to gain an in-depth understanding of the experiences and perceptions of the participants.

5.3 Suggestions for Future Studies

Based on the limitations of this study, the following suggestions are recommended for future studies:

- ✚ While this study has a substantial sample size, future studies could have even larger sample sizes to increase the generalizability of the findings.
- ✚ A longitudinal study that follows brewing firms over time would allow for a better understanding of how they adapt to changing consumer preferences, competitive pressures, and regulatory changes.
- ✚ Future studies could include additional variables, such as social and cultural factors, that may affect the performance and adaptation of brewing firms in South East Nigeria.
- ✚ Comparative studies could be conducted to compare the performance and adaptation of brewing firms in South East Nigeria with those in other regions or countries. This would allow for a better understanding of how the industry operates in different contexts.

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7 Appendixes

ORGANIZATIONAL ADAPTATION AND PERFORMANCE OF BREWING FIRMS IN SOUTH-EAST, NIGERIA.

The survey will take approximately 6 minutes to complete.

I am Moses Beredugo. At the Hungarian University of Agriculture and Life Sciences, Godollo, I am a master's student in the Department of Management and Leadership. You have been chosen as one of my respondents for the study I am now conducting on the organizational adaptation and performance of brewing firms in South-East, Nigeria. If you could please take a few minutes to take part in this survey session, it would be greatly appreciated. Assuring the highest level of secrecy, all responses are given solely for academic purposes.

Note: This questionnaire is restricted to respondents of the chosen brewery companies from the southeastern part of Nigeria.

Thanks in anticipation.

Researcher.

Section A: Demographic variables

1. Gender
 - A) Woman
 - B) Man
 - C) Prefer Not to Say

2. Age group
 - A) 18-24
 - B) 25-34
 - C) 35-44
 - D) 45-54
 - E) 55 and above

3. Level of Education
 - A) NCE (National College of Education)
 - B) OND (Ordinary National Diploma)
 - C) HND (Higher National Diploma)
 - D) B.Sc
 - E) M.Sc
 - F) PhD

4. What brewing company do you work for?
 - A) Nigeria brewery plc, Enugu
 - B) Nigerian brewery plc, Abia
 - C) Life brewery, Anambra
 - D) Consolidated brewery plc, Imo
5. What position do you occupy?
 - A) Middle level (branch managers and departmental managers)
 - B) Lower level (supervisors, foreman, section officers, superintendent etc.)
6. The number of years worked in the brewery company
 - A) 1-5 years
 - B) 6-10 years
 - C) 11-15 years
 - D) 16 and above

Section B: Marketing strategies

7. What type of advertising is most adopted in your Company?
 - A) Online advertising (social media)
 - B) Outdoor advertising (Billboards, fliers)
 - C) Broadcast advertising (television, radio)
 - D) Print advertising (newspaper, magazines)
8. How often do you promote sales through these mediums?
 - A) Very often
 - B) Often
 - C) Rarely
 - D) Never
9. How effective is the advertising method used for the promotion of sales?
 - A) Very Effective
 - B) Effective
 - C) Rarely effective
 - D) Not effective
10. Have you employed influencer marketing to reach a larger audience?
 - A) Yes
 - B) No
 - C) Maybe
11. How often do you use discount offers to incentivize customers to purchase your product over competitors?
 - A) Very often
 - B) Often
 - C) Rarely
 - D) Never

12. Have you used targeted advertising to reach specific customer segments?
- A) Yes
 - B) No
 - C) Maybe
13. Have you partnered with other businesses or brands to cross-promote each other's products?
- A) Yes
 - B) No
 - C) Maybe
14. Do you conduct market research to identify trends and consumer preferences in the industry?
- A) Yes
 - B) No
 - C) Maybe

Section C: Operation strategies designed to meet futuristic preferences

15. Have you conducted market research to identify emerging trends and preferences of consumers to inform your operational strategies?
- A) Yes
 - B) No
 - C) Maybe
16. Have you incorporated sustainable practices in your operations to meet the changing preferences of environmentally conscious consumers?
- A) Yes
 - B) No
 - C) Maybe
17. Have you invested in technology to improve the efficiency and convenience of your operations to meet the preferences of tech-savvy consumers?
- A) Yes
 - B) No
 - C) Maybe
18. Have you implemented flexible manufacturing processes to meet the changing preferences of consumers for personalized products?
- A) Yes
 - B) No
 - C) Maybe
19. Have you adopted a data-driven approach to identify changing consumer preferences and adapt your operations accordingly?
- A) Yes
 - B) No

- C) Maybe
20. Have you established partnerships with other businesses to expand your product offerings and meet diverse consumer preferences?
- A) Yes
B) No
C) Maybe
21. Have you implemented a customer feedback system to collect and analyze consumer feedback to inform your operational strategies?
- A) Yes
B) No
C) Maybe
22. Have you implemented a continuous improvement process to regularly assess and update your operational strategies to meet evolving consumer preferences?
- A) Yes
B) No
C) Maybe

Section D: Internal and external factors affecting the performance rate

23. Do internal factors such as organizational structure, management practices, and employee skills have an impact on the performance rate of breweries?
- A) Yes
B) No
24. Do external factors such as economic conditions, government regulations, and competitive landscape affect the performance rate of breweries?
- A) Yes
B) No
25. Does consumer behavior and preferences affect the performance rate of breweries?
- A) Yes
B) No
26. Does the availability and cost of raw materials impact the performance rate of brewing?
- A) Yes
B) No
27. Does the level of investment in research and development affect the performance rate of Nigerian brewing companies?
- A) Yes
B) No
C) Maybe

Section E: Methods for the survival of brewing companies

28. Have you employed strategic pricing methods to remain competitive among rivals in the brewing industry?
- A) Yes
 - B) No
 - C) Maybe
29. Have you implemented cost-cutting measures to reduce overheads and increase profitability in the face of intense competition?
- A) Yes
 - B) No
 - C) Maybe
30. Have you implemented innovation and product development strategies to differentiate your brand from rivals and attract customers?
- A) Yes
 - B) No
 - C) Maybe
31. Have you engaged in partnerships or collaborations with other businesses to expand your market reach and improve your competitive position?
- A) Yes
 - B) No
 - C) Maybe

8 DEDICATION

This Research is dedicated to the Federal Republic of Nigeria, My family, and friends. Thank you, **Aunt Tari Botu**, for your unwavering support and for believing in me. You started this journey with me, and it is ideal that you see the end of this journey likewise.

And to my aunt, **Blessing Nengi**, who has been a constant source of inspiration and motivation, I would not fail to mention your name. Thank you for constantly checking up on me. I am grateful for your presence in my life.

This achievement is not just mine, but also yours, and I dedicate it to you all with all my heart.

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