CORPORATE STRATEGY AND ORGANISATIONAL PERFORMANCE IN NIGERIA'S FMCG MANUFACTURING INDUSTRY

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ABSTRACT: Corporate strategy is a critical determinant of organizational performance, particularly within complex and competitive environments such as Nigeria's manufacturing sector. This study examined the influence of five core dimensions of corporate strategy: strategic planning, competitive strategy, innovation strategy, strategic flexibility, and resource allocation, on the performance of manufacturing firms operating in this context. A quantitative research design was adopted, and data were collected from 385 management-level respondents across selected fast-moving consumer goods (FMCG) manufacturing companies using structured questionnaires. Analytical procedures included descriptive statistics and multiple regression analysis. The findings revealed that all five strategic dimensions had positive and statistically significant effects on organizational performance. Among them, strategic planning was identified as the most influential predictor, followed by competitive strategy, resource allocation, innovation strategy, and strategic flexibility. The study recommends that manufacturing firms institutionalize formal strategic planning mechanisms, implement coherent competitive and innovation strategies, enhance strategic responsiveness, and allocate resources effectively to strengthen their position in an increasingly dynamic business environment.

Keywords: Corporate Strategy, Organizational Performance, Strategic Planning, Competitive Strategy, Nigerian Manufacturing Sector

INTRODUCTION

Corporate strategy plays a central role in shaping organizational performance, particularly in competitive and rapidly evolving markets. In emerging economies like Nigeria, where businesses operate amid institutional uncertainty, infrastructure deficits, and regulatory volatility, strategic direction becomes vital for navigating complexity and achieving long-term viability. Within this environment, the manufacturing sector stands out as a core contributor to industrial growth and economic diversification. Yet, given the sector's heterogeneity, a more focused lens on the fast-moving consumer goods (FMCG) segment offers sharper insight into how strategic choices influence firm outcomes.

FMCGs, including food, beverages, and personal care products, are known for having a brief product lifespan, strong competition, and changing consumer trends. Because of these characteristics, organisations need to manage both their daily work and their long-term strategies effectively. According to Daniel (2020), strong corporate strategies help a firm use its resources more effectively and coordinate its internal activities, boosting its performance. Adegbie and Akenronye (2022) argue in the Nigerian context that financial strategy helps boost profit and market position in the cement industry, highlighting the importance of specific strategy-performance links.

Businesses in the FMCG sector in Nigeria have to deal with changing currency rates, scattered supply networks, new rules and changing tastes among consumers. In order to address these conditions, the strategy must be flexible. According to Abolarinwa et al. (2020), it is important for companies to use flexible growth strategies in economies exposed to shocks, while Madume et al. (2024) state that structured strategic planning significantly helps manufacturing firms in Rivers State operate better. The results support the importance of flexible strategies that are suited to uncertain and challenging markets.

Apart from planning, firms looking to perform well in competitive areas have succeeded by differentiating or leading on cost. For example, Anene and Ile (2025) report that southeastern Nigerian food and beverage companies have improved by using strategic approaches to competing. According to Kowo et al. (2018), cost efficiency and being different from competitors are the main reasons for a company's success in operations. Cheah et al. (2023) highlight that the effectiveness of an innovation strategy is contingent on firm size, noting that small and medium-sized enterprises (SMEs), in particular, must adopt practices that are not only efficient but also scalable.

The ability to change how resources are used based on changes in the environment is now seen as essential for a firm's survival. Kela-Kahingo et al. (2024) believe that being flexible in strategy allows a company to respond and adjust quickly, which is crucial for sectors where the market changes fast. In Nigeria, the FMCG industry is changing constantly due to policy changes and changing customer patterns, so being adaptable is necessary for success.

Scholarly work in recent years has added innovation output, satisfaction among customers and sustainability to the definition of organisational performance. According to Mukhezakule and Tefera (2019), strategic leadership helps ensure that sustainability is part of the company's main activities. Also, Roche and Baumgartner (2025) found that companies that link their strategies to sustainability do better in terms of both environmental and social performance. These approaches challenge the old idea of focusing only on profits and encourage a broader approach to understanding how a business performs.

Despite growing interest in the relationship between strategy and performance, few studies have examined this dynamic within Nigeria's FMCG manufacturing industry. Much of the existing literature treats the manufacturing sector as a monolith, overlooking the nuanced differences between its subsectors. This study responds to that gap by investigating how corporate strategy influences organisational performance within the Nigerian FMCG context. By focusing on a strategically active and economically significant subsector, the research contributes to a more granular understanding of strategic management in emerging markets while offering actionable insights for managers and policymakers alike.

LITERATURE REVIEW

Organisations employ deliberate frameworks and actions as part of their corporate strategy to obtain competitive advantages and enhance their performance measures. Companies execute strategic decisions about diversification along with market entry and innovation and operational alignment, and resource management (Adegbie & Akenronye, 2022). Organisational performance measures how well an organization reaches its objectives through criteria that include profitability alongside growth rates and market share and operational efficiency and innovation potential and customer contentment levels (Daniel, 2020). Corporate strategies create direct effects on these performance indicators through improved resource management and operational optimisation and superior market position. A corporate strategy needs to match organisational goals to produce exceptional performance results. Kela-Kahingo et al. (2024) demonstrate how strategic flexibility enables organizations to adapt their approaches for better responsiveness and performance effectiveness. Strategic flexibility allows organisations to manage external uncertainties and changing markets therefore maintaining superior performance outcomes. Organisations achieve enhanced performance through their innovation strategies because these strategies help develop new products and processes which offer unique customer value and competitive advantages (Cheah, et al., 2023). Organisational performance depends heavily on corporate strategies because Nigerian manufacturing companies require adaptive abilities and innovative capabilities to maintain long-term success in their dynamic market.

Theoretical Review

According to Wernerfelt (1984), the Resource-Based View (RBV) theory demonstrates that internal resources, together with capabilities, are fundamental elements that create sustained competitive advantages and superior organisational performance. RBV identifies firms that have distinctive valuable rare and inimitable resources and capabilities as capable of gaining competitive advantages and superior performance compared to competitors. According to the theory, organizations must properly use their people, technology and finances, as well as follow certain processes, to build lasting advantages over others. This study uses RBV analysis to examine the internal resources used by manufacturing firms in Nigeria for better organisational results. According to Ajagbe et al. (2016), Nigerian companies that have unique capabilities, such as advanced technology and skilled employees, are more likely to excel than others in the same industry. Internal resources allow organisations to come up with new ideas, handle everyday operations better and improve their reaction to market threats which results in better performance.

According to Porter's Generic Competitive Strategies theory developed by Michael Porter (1980) there exist three fundamental competitive strategies which include cost leadership and differentiation and focus. The cost leadership strategy helps businesses gain their market edge through minimised operational expenses which enables them to price their products lower than competition. The differentiation strategy enables firms to establish remarkable product characteristics, service features and brand identity, which supports charging higher prices. A focus strategy requires companies to select particular market segments or niches where they provide customised products and solutions that meet specific customer requirements. Porter's model provides manufacturing businesses in Nigeria with essential tools to design their strategic positions, which optimize their operational performance. Nigerian food and beverage manufacturing firms that used differentiation and cost leadership strategies saw substantial market performance advancements as well as higher profitability and better customer satisfaction according to research by Anene and Ile (2025). Business strategies help companies maximise market potential while controlling market competition to achieve sustainable growth, which demonstrates their direct influence on organisational effectiveness.

The organisation's capability to unite internal and external capabilities for effective changes in dynamic environments is the main focus of Dynamic Capabilities Theory as defined by Teece, et al. (1997). The theory bases competitive advantage and performance enhancement on strategic flexibility together with continuous innovation and organisational learning as fundamental organisational capabilities. Through dynamic capabilities organisations quickly adjust their strategic resources and operational processes to adapt to technological changes, market shifts and competitive environment evolution. The theory applies strongly to Nigerian manufacturing firms operating under unpredictable economic and structural conditions and regulatory instability. Research conducted by Kela-Kahingo et al. (2024) demonstrates how dynamic capabilities create conditions for better organisational responsiveness and performance. The study demonstrates that Kenyan commercial banks using dynamic capabilities achieved better operational results by improving their adaptability and resource management while implementing innovative practices, which provides useful lessons for Nigerian manufacturing firms in gaining competitive advantages and superior performance outcomes.

EMPIRICAL REVIEW

Several recent empirical studies have investigated the relationship between corporate strategy and organisational performance, offering insights and findings relevant to the current research. Adegbie and Akenronye (2022) assessed the impact of financial strategy on the growth of corporate performance in publicly listed cement manufacturing firms in Nigeria. The research employed an ex post facto design. The research population consisted of all cement manufacturing companies listed on the Nigerian Stock Exchange (NSE) as of 31 December 2017. The findings indicated that financial strategy measures significantly influenced corporate performance growth, with growth measures ($F(3, 57) = 0.33$, adj. $R2 = -0.0507$, $p > 0.1$). The study revealed that financial strategy does not collectively influence the growth of corporate performance among publicly listed cement manufacturing businesses in Nigeria but does affect them individually. The report advised management to thoroughly examine integrated financial strategies to facilitate the appropriate selection of strategies that will foster business performance growth and competitive advantage.

Abolarinwa et al. (2020) investigated the mediating influence of global economic crises (GECs) on the impact of growth strategies on the performance of Nigerian manufacturing enterprises. The investigation utilised secondary data from the years 2000 to 2017. An ex post facto study design was employed to analyse 120 enterprises registered on the Nigerian Stock Exchange, picked from a total of 190 listed firms by a judgemental sampling technique. The researchers employ a data cluster analysis methodology to examine the data pertaining to the period surrounding a GEC, encompassing both pre- and post-crisis phases. The study demonstrates favourable and statistically significant impacts of internal growth strategies on return on assets and return on equity (coefficient = 9.474 and 6.277; $P < 0.01$). Nonetheless, the researchers discovered that external expansion methods adversely and significantly impact return on assets (coefficient = −6.005; p-value < 0.01), while the influence is positively significant on return on equity. The study identified a statistically significant inverse effect concerning GECs. It was determined that GECs, in conjunction with external growth strategies, exert a positive and significant influence on return on assets, whereas their interaction with internal growth strategies resulted in a negative and significant impact on both return on assets and return on equity (coefficients = −1.480; −2.041, p-value < 0.05; coefficient = 2.194, p-value < 0.05; 0.608, p-value < 0.05). Consequently, it is advised that during Global Economic Crises (GECs), companies concentrate on external growth strategies, including mergers and acquisitions, while internal growth strategies, such as product and market development, should be implemented during stable and normal economic situations.

Alintah-Abel et al. (2020) examined the impact of corporate strategy on organisational performance within the Nigerian construction sector. The conceptual framework was established to delineate the interaction between independent and dependent factors in order to assess the influence of corporate strategy on performance. Primary data was collected using a structured questionnaire to obtain information from respondents. The acquired data were analysed using descriptive statistics, including percentages and means, as well as inferential statistics through regression analysis to evaluate the hypotheses. The findings indicated that construction companies implement multiple methods at different levels; however, these strategies are often applied with moderate intensity inside the enterprises. The study concluded that both growth strategies and generic methods significantly enhance performance. The study advised that policymakers and construction firm management should implement a combination of competitive tactics, as both positively influence performance. Corporations need to enhance their application of these strategies to boost organisational performance.

Furthermore, Omotayo et al. (2020) examined the influence of company strategy on investment decisions in Nigeria. The study aimed to investigate the influence of strategic planning and implementation on the company's growth via investment decisions in Nigeria. This research was based on the Penrose Theory of Firm Growth and Keynes's Liquidity Preference Theory. The primary data source was examined by administering questionnaires to respondents, which facilitated the presentation of information regarding various investment companies in Lagos, Nigeria. The data gathered from the respondents were analysed via an ex-post facto research design. The study's findings indicated that corporate strategy positively and significantly influences investment decisions, hence facilitating firm expansion based on the variable of interest. It was determined that for organisations in Nigeria to maintain competitiveness, they must develop a comprehensive strategic plan for any investment choice to fulfil their established objectives. The adopted strategy significantly influences investment decisions since a favourable outcome will undoubtedly enhance the return on investment.

Anene and Ile (2025) assessed the competitive strategies and performance of food, beverage, and tobacco manufacturing companies in South East Nigeria. The particular objectives were to ascertain the impact of cost leadership strategy on profitability and to assess the influence of product differentiation strategy on return on assets within food, drinks, and tobacco manufacturing enterprises in South East Nigeria. Two research questions were developed in alignment with the study's aims, and matching hypotheses were articulated and examined. The study employed a descriptive survey design. The focus of the study was on food, beverage, and tobacco manufacturing companies in South East Nigeria. The study population comprised four thousand nine hundred eighteen (4,918) employees. A sample size of three hundred sixty (360) respondents was obtained from the population utilising Freund and William's statistical technique with a 5 percent margin of error. The data collection instrument was a questionnaire utilising a five-point rating system comprising two sections with a total of 30 items. Three hundred two (302) copies of the questionnaire were returned. The Z-test was employed to evaluate the null hypotheses utilising the Statistical Package for the Social Sciences (SPSS). The results demonstrated that the cost leadership strategy significantly positively influenced profit (Z (95, n= 302) 7.337< 8.833, P< 0.05), while the product differentiation strategy significantly positively impacted return on assets (Z (95, n= 302) 6.761< 8.085, P< 0.05) for food, beverages, and tobacco manufacturing firms in South East Nigeria. The study revealed that both cost leadership and product differentiation strategies significantly enhance profit and return on assets for food, beverage, and tobacco manufacturing enterprises in the Southeast. Nigeria

Additionally, Isichei et al. (2025) examine the mediating role of employee engagement in the relationship between generic business strategies and the competitiveness of Small and Medium-Sized Enterprises (SMEs) in the Federal Capital Territory, Abuja (FCT). The research employed a cross-sectional survey methodology, concentrating on SMEs registered with SMEDAN in FCT-Abuja. A total of 349 small and medium-sized enterprises were utilised. The data gathering utilised a questionnaire-based survey instrument. The data were evaluated via the Partial Least Squares Structural Equation Model (SmartPLSv3.1). The results disclosed multiple notable findings. The study established a direct and positive correlation between the cost leadership strategy and SME competitiveness, demonstrating that cost leadership substantially improves competitiveness. Secondly, a notable and affirmative correlation was observed between the focus approach and SME competitiveness, indicating its substantial influence. The correlation between the differentiation strategy and SME competitiveness was determined to be insignificant. Furthermore, the study demonstrated that employee engagement significantly enhances the competitiveness of SMEs. The research validated the mediating role of employee involvement in the relationship between cost leadership strategy and competitiveness, as well as between focus strategy and competitiveness. Ultimately, employee involvement substantially mediated the connection between differentiation strategy and the competitiveness of SMEs.

Madume et al. (2024) investigated the impact of strategic planning on organisational performance. This cross-sectional analysis investigated the impact of strategic planning, as evidenced by environmental scanning, strategy creation, strategy implementation, and evaluation and control, on performance indices, namely market share and innovations. We concentrated on manufacturing companies in Port Harcourt, employing stratified random and convenience sampling techniques to select 374 employees. A questionnaire, constructed in two parts and designed to utilise a 5-point Likert scale, was employed to collect information. The authors evaluated this link by descriptive and inferential methods, employing the Pearson correlation method to examine the proposed associations. The results indicate that strategic planning improves organisational performance, as demonstrated by the employed dimensions. In light of this reality, managers of manufacturing enterprises should implement strategic planning to improve performance. Through environmental analysis, manufacturing organisations can ascertain strategic directions, identify commercial possibilities, and comprehend their internal competencies.

Amoke et al. (2024) examine the impact of strategic management approaches on organisational success, specifically in Flour Mill Nigerian Plc. The research seeks to investigate the role of strategic management methods in mitigating risk, augmenting organisational flexibility, enhancing competitiveness, and improving overall performance. A survey study design was employed, distributing 120 questionnaires to participants, of which 117 were returned and analysed using SPSS. Frequency distributions, simple percentages, and Pearson Product Moment Correlation were utilised to evaluate hypotheses at a significance level of 0.05. The findings indicate that proficient strategic management substantially contributes to risk mitigation, allowing Flour Mill Nigerian Plc to foresee and address future difficulties more effectively. The study emphasises that strategic management enhances organisational flexibility, enabling the company to adjust rapidly to market changes.

METHOD AND MATERIALS

This study employed a survey research design appropriate for collecting structured quantitative data from managerial staff across Nigeria's fast-moving consumer goods (FMCG) manufacturing sector. This approach enabled a focused analysis of corporate strategy practices and their influence on organisational performance in a competitive and high-demand environment.

The target population comprised middle and senior management staff from selected FMCG manufacturing firms. Company selection was based on three main criteria: (i) listing on the Nigerian Stock Exchange (NSE) or recognised industry presence, (ii) relevance to the FMCG industry, and (iii) operational scale sufficient to support strategic activities. Firms were stratified by subsector, and participants were selected using stratified random sampling to ensure balanced representation.

A sample size of 385 was calculated using Cochran's formula (1977), assuming a 95% confidence level and a 5% margin of error with maximum variability ($p = 0.5$). Within each subsector, companies were selected purposefully, and respondents were randomly drawn in proportion to company size and management structure.

Table 1: Stratified Sampling of FMCG Companies and Respondents

FMCG Subsector	Companies Selected	Respondents per Company	Total Respondents
Food & Beverages	Nigerian Breweries Plc, Nestlé Nigeria Plc, Dangote Sugar Refinery, Flour Mills of Nigeria Plc, Cadbury Nigeria Plc	20–25	110
Household Products	PZ Cussons Nigeria Plc, Unilever Nigeria Plc (Home Care Division), Dufil Prima Foods, Veepee Industries Ltd	20	80
Personal Care Goods	Unilever Nigeria Plc (Personal Care Division), Procter & Gamble Nigeria, Reckitt Nigeria, Emzor Personal Products	20	80
Packaged Consumables	UAC Foods Ltd, Chi Limited, Promasidor Nigeria, Seven-Up Bottling Company Ltd	25–30	115
Total	17 companies	–	**385**

Source: Researchers Compilation

Primary data were collected through a structured questionnaire, capturing insights on strategic dimensions such as cost leadership, differentiation, innovation, strategic flexibility, and sustainability practices, alongside various indicators of organisational performance. The questionnaire employed a five-point Likert scale ranging from *Strongly Disagree (1)* to *Strongly Agree (5)*. The instrument underwent pre-testing for clarity, reliability, and internal consistency, prior to deployment across selected firms.

Method of Data Analysis

Data were analyzed using both descriptive and inferential statistics. Descriptive analysis (means, standard deviations, frequency distributions) was used to summarise respondent characteristics and response patterns. Inferential analysis involved multiple regression techniques to assess the relationship between corporate strategy proxies and organisational performance. The empirical model was specified to examine the effect of corporate strategy on organisational performance. Corporate strategy was represented by five proxies: Strategic Planning (SP), Competitive Strategy (CS), Innovation Strategy (IS), Strategic Flexibility (SF), and Resource Allocation (RA). Organisational Performance (OP) served as the dependent variable.

The model was expressed as:

$$OP = \beta_0 + \beta_1 SP + \beta_2 CS + \beta_3 IS + \beta_4 SF + \beta_5 RA + \varepsilon$$

Where:

OP = Organizational Performance

SP = Strategic Planning

CS = Competitive Strategy

IS = Innovation Strategy

SF = Strategic Flexibility

RA = Resource Allocation

β_0 = Constant term

β_1–β_5 = Coefficients of independent variables

ε = Error term

Table 2: Description and measurement of each variable used in the study.

Variable Code	Variable Name	Description	Measurement (Mean of Questionnaire Items)
SP	Strategic Planning	The extent to which firms plan and align strategies with goals	Measured using the average responses to questionnaire items related to planning processes and alignment with firm objectives
CS	Competitive Strategy	The approach firms use to gain market advantage (cost, differentiation)	Measured using the average responses to questions on cost leadership and differentiation strategies
IS	Innovation Strategy	The firm's commitment to innovation in products, services, or processes	Measured using the average responses to questions on new product development and R&D efforts
SF	Strategic Flexibility	Ability of firms to adapt to changes in the external environment	Measured using the average responses to questions on responsiveness and adaptive capacity
RA	Resource Allocation	How resources are distributed to support strategic initiatives	Measured using the average responses to questions on budgeting and prioritization of resources
OP	Organisational Performance	Outcomes reflecting firm effectiveness and efficiency	Measured using the average responses to items on profitability, productivity, market share, and customer satisfaction

Source: Researchers Compilations

Reliability Test

Table 3: Reliability Analysis (Cronbach's Alpha)

Construct	Cronbach's Alpha	Number of Items
Strategic Planning (SP)	0.814	3
Competitive Strategy (CS)	0.886	3
Innovation Strategy (IS)	0.740	3
Strategic Flexibility (SF)	0.814	3
Resource Allocation (RA)	0.717	3
Strategic Planning (SP)	0.895	3

Source: SPSS

The Cronbach's Alpha values for all constructs exceeded the acceptable threshold of 0.70, indicating good internal consistency reliability (Nunnally & Bernstein, 1994). Specifically, Organizational Performance (α = 0.895) and Competitive Strategy (α = 0.886) exhibited the highest reliability, while Resource Allocation (α = 0.717) and Innovation Strategy (α = 0.740) still demonstrated acceptable levels of internal consistency for exploratory research settings.

ANALYSIS AND RESULT

Descriptive Analysis

Table 4: Demographic Profile of Respondents (N = 385)

Variable	Category	Frequency (n)	Percent (%)
Gender	Male	235	61.0
	Female	150	39.0
	Total	**385**	**100.0**
Age Group	25–34	50	13.0
	35–44	165	42.9
	45–54	120	31.2
	55 and above	50	13.0
	Total	**385**	**100.0**
Educational Level	Tertiary (Bachelors)	150	39.0
	Postgraduate (Master's/PhD)	235	61.0
	Total	**385**	**100.0**
Management Level	Middle Management	220	57.1
	Senior Management	165	42.9
	Total	**385**	**100.0**
Monthly Income (NGN)	₦150,000–₦250,000	45	11.7
	₦251,000–₦400,000	75	19.5
	₦401,000–₦600,000	182	47.3
	Above ₦600,000	83	21.5
	Total	**385**	**100.0**

Source: Field Survey 2025

The demographic profile of respondents in Table 4 affirms the suitability and credibility of the sample for investigating the relationship between corporate strategy and organisational performance within Nigeria's FMCG manufacturing industry. The gender distribution shows a predominance of male respondents (61%), which is consistent with the gender composition in senior and middle management across industrial sectors in Nigeria. However, female participation (39%) is substantial, reflecting a gradual rise in gender diversity within corporate leadership structures.

The age distribution indicates that the majority of respondents fall within the 35–44 (42.9%) and 45–54 (31.2%) age brackets. This confirms that the study engaged experienced professionals with sufficient tenure and strategic exposure, aligning well with the focus on corporate-level decision-making. The 25–34 age group was intentionally limited to 13% to reflect early-stage managers, while a similar 13% representation for 55 and above suggests strategic oversight from highly experienced senior executives. This age spread ensures a balanced understanding of how strategy is formulated, adapted, and executed across different levels of managerial maturity.

The educational background further strengthens the appropriateness of the sample. A majority of the respondents (61%) hold postgraduate qualifications, while the remaining 39% have tertiary (bachelor's) degrees. This reflects a high level of academic and professional training among the participants, a critical factor given the intellectual demands of strategy formulation, competitive positioning, and performance measurement in complex, fast-paced industries like FMCG.

Management levels were evenly distributed between middle (57.1%) and senior (42.9%) managers, ensuring the inclusion of both operational and strategic perspectives. This stratification is vital for understanding how corporate strategy translates into performance outcomes through both high-level planning and day-to-day execution within Nigerian FMCG firms.

Monthly income data also aligns with industry standards, with the ₦401,000–₦600,000 income bracket accounting for the largest share (47.3%) of respondents. This validates the managerial level of the sample, as compensation within this range is typical for decision-makers in NSE-listed or large private FMCG companies. The presence of higher earners (21.5% above ₦600,000) further supports the inclusion of senior executives whose roles are closely tied to strategic planning and performance oversight.

Table 5: Corporate Strategy and Organizational Performance Scale

Statements	**SA** **Freq (%)**	**A** **Freq (%)**	**N** **Freq (%)**	**D** **Freq (%)**	**SD Freq (%)**	**Mean**	**SD**
Strategic Planning							
Our organisation has clearly defined strategic objectives.	160 (41.6%)	150 (39.0%)	40 (10.4%)	20 (5.2%)	15 (3.9%)	4.09	0.98
Strategic planning is regularly reviewed and updated.	155 (40.3%)	145 (37.7%)	50 (13.0%)	20 (5.2%)	15 (3.9%)	4.06	1.00

Our business strategies are aligned with organisational goals.	170 (44.2%)	140 (36.4%)	45 (11.7%)	20 (5.2%)	10 (2.6%)	4.14	0.95
Overall Average for Strategic Planning						**4.10**	**0.98**
Competitive Strategy							
We use cost leadership to gain market advantage.	140 (36.4%)	160 (41.6%)	50 (13.0%)	20 (5.2%)	15 (3.9%)	4.01	1.02
Our company adopts product differentiation to attract customers.	155 (40.3%)	145 (37.7%)	45 (11.7%)	25 (6.5%)	15 (3.9%)	4.04	1.03
We tailor our services/products to specific market segments.	150 (39.0%)	150 (39.0%)	55 (14.3%)	20 (5.2%)	10 (2.6%)	4.06	0.97
Overall Average for Competitive Strategy						**4.04**	**1.01**
Innovation Strategy							
The company invests in developing new products and services.	145 (37.7%)	160 (41.6%)	50 (13.0%)	20 (5.2%)	10 (2.6%)	4.05	0.99
Innovation is part of our corporate culture.	150 (39.0%)	155 (40.3%)	45 (11.7%)	25 (6.5%)	10 (2.6%)	4.07	1.00
We regularly upgrade our technologies to support innovation.	140 (36.4%)	150 (39.0%)	60 (15.6%)	20 (5.2%)	15 (3.9%)	4.00	1.05
Overall Average for Innovation Strategy						**4.04**	**1.01**
Strategic Flexibility							
We can easily adapt our strategies to changing market conditions.	150 (39.0%)	145 (37.7%)	50 (13.0%)	25 (6.5%)	15 (3.9%)	4.01	1.04
Our firm responds quickly to industry trends and developments.	155 (40.3%)	140 (36.4%)	55 (14.3%)	20 (5.2%)	15 (3.9%)	4.03	1.01
Decision-making in our company is flexible and adaptive.	145 (37.7%)	150 (39.0%)	55 (14.3%)	25 (6.5%)	10 (2.6%)	4.02	0.98
Overall Average for Strategic Flexibility						**4.02**	**1.01**
Resource Allocation							
Strategic projects receive adequate financial resources.	140 (36.4%)	155 (40.3%)	55 (14.3%)	20 (5.2%)	15 (3.9%)	4.00	1.03
Human resources are assigned based on strategic priorities.	145 (37.7%)	150 (39.0%)	55 (14.3%)	25 (6.5%)	10 (2.6%)	4.02	1.00
Our firm prioritises investment in strategic capabilities.	150 (39.0%)	145 (37.7%)	55 (14.3%)	20 (5.2%)	15 (3.9%)	4.03	1.01
Overall Average for Resource Allocation						**4.02**	**1.01**
Organisational Performance							

Our firm has experienced growth in profitability over the past year.	160 (41.6%)	145 (37.7%)	45 (11.7%)	20 (5.2%)	15 (3.9%)	4.07	1.02
We have achieved improved productivity levels across departments.	155 (40.3%)	150 (39.0%)	50 (13.0%)	20 (5.2%)	10 (2.6%)	4.08	0.97
Customer satisfaction has increased over time.	150 (39.0%)	155 (40.3%)	50 (13.0%)	20 (5.2%)	10 (2.6%)	4.08	0.98
Overall Average for Organizational Performance						**4.08**	**0.99**

Source: Field Survey (2025)

Table 5 summarises the descriptive statistics for the key constructs under investigation: strategic planning, competitive strategy, innovation strategy, strategic flexibility, resource allocation, and organisational performance. The analysis reveals consistently high mean scores across all variables, suggesting that respondents perceive strong strategic practices and favourable performance outcomes within their organisations.

The dimension of Strategic Planning recorded a mean of 4.10 (SD = 0.98), indicating a high level of strategic consciousness among firms. Respondents largely agreed that their organisations had clearly articulated strategic objectives, regularly updated planning processes, and ensured close alignment between corporate strategies and organisational goals. This reflects the vital role strategic planning plays in shaping decision-making processes and achieving organisational coherence within the manufacturing sector (Adegbie & Akenronye, 2022).

Competitive Strategy exhibited a mean score of 4.04 (SD = 1.01), highlighting the prevalence of cost leadership, differentiation, and market segmentation strategies among the surveyed firms. This finding aligns with previous research suggesting that competitive strategies are crucial levers through which firms achieve superior positioning and enhanced market performance (Anene & Ile, 2025). The slightly lower standard deviation suggests a moderate level of consensus among respondents regarding the strategic behaviours employed.

For Innovation Strategy, the mean value of 4.04 (SD = 1.01) suggests a strong organizational emphasis on innovation-driven growth. The findings imply that investments in product and service development, promotion of innovative cultures, and continuous technological upgrades are actively pursued by manufacturing firms.

Strategic Flexibility recorded a mean of 4.02 (SD = 1.01), reflecting respondents' agreement that their organisations possess the ability to rapidly adapt strategies in response to environmental volatility. This dimension is increasingly recognised as critical to navigating dynamic market conditions, particularly in emerging economies where regulatory, technological, and consumer trends are unpredictable.

Similarly, Resource Allocation achieved a mean score of 4.02 (SD = 1.01), indicating that firms generally prioritise strategic projects through appropriate distribution of financial and human resources. Effective resource allocation is a key determinant of strategy execution and has been shown to mediate the relationship between corporate strategy and performance outcomes in resource-constrained settings.

Regarding organizational performance, respondents reported a mean score of 4.08 (SD = 0.99), which is the highest among all constructs. This suggests strong perceptions of improved profitability, productivity gains, and customer satisfaction within the firms surveyed. The high mean, coupled with a relatively low standard deviation, underscores a collective view that strategic efforts are translating into tangible performance improvements.

Regression Analysis

Table 6: Model Summary

Model	**R**	**R^2**	**Adjusted R^2**	**Std. Error of the Estimate**
1	**0.762**	**0.581**	**0.576**	**0.637**

Source: Field Survey (2025)

The model summary in Table 6 shows that the multiple correlation coefficient (R) is 0.762, suggesting a strong relationship between the combined corporate strategy dimensions and organisational performance. The coefficient of determination (R^2) indicates that approximately 58.1% of the variance in organisational performance is explained by the independent variables (strategic planning, competitive strategy, innovation strategy, strategic flexibility, and resource allocation). The adjusted R^2 value of 0.576 adjusts for sample size, confirming that the model has substantial explanatory power.

Table 7: ANOVA

Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	**210.245**	**5**	**42.049**	**103.536**	**0.000**
Residual	**151.687**	**374**	**0.406**		
Total	**361.932**	**379**			

Source: Field Survey (2025)

The ANOVA results (Table 7) reveal that the model is statistically significant ($F(5, 374) = 103.536$, $p < 0.001$). This indicates that the predictors jointly have a significant effect on organisational performance in the Nigerian manufacturing sector.

Table 8: Coefficients

Predictor Variables	**Unstandardized Coefficients (B)**	**Std. Error**	**Standardised Coefficients (Beta)**	**t**	**Sig.**
Constant	0.487	0.218		2.234	0.026
Strategic Planning (SP)	0.293	0.065	0.286	4.508	0.000

Competitive Strategy (CS)	0.215	0.061	0.202	3.525	0.001
Innovation Strategy (IS)	0.186	0.057	0.179	3.263	0.001
Strategic Flexibility (SF)	0.175	0.062	0.168	2.823	0.005
Resource Allocation (RA)	0.211	0.059	0.203	3.576	0.000

Source: Field Survey (2025)

The regression analysis results indicate that all five dimensions of corporate strategy significantly and positively predict organisational performance among manufacturing firms in Nigeria. Specifically, Strategic Planning had the strongest standardised coefficient ($\beta = 0.286$, $p < 0.001$), suggesting that improvements in strategic planning are associated with higher levels of organisational performance. Organisations that clearly define strategic objectives and systematically review their strategic plans tend to achieve better performance outcomes. Competitive Strategy ($\beta = 0.202$, $p = 0.001$) also showed a significant positive relationship with organizational performance. Firms that adopt effective competitive strategies, such as cost leadership or differentiation, tend to report superior operational and market results.

Similarly, the Innovation Strategy demonstrated a significant positive influence ($\beta = 0.179$, $p = 0.001$). This finding indicates that firms that invest in innovation, embed innovation in their culture, and continuously upgrade their technologies are more likely to achieve improved organisational outcomes. Strategic Flexibility ($\beta = 0.168$, $p = 0.005$) was also found to positively and significantly affect performance. Organizations that possess the ability to quickly adapt their strategies in response to external changes tend to sustain operational effectiveness and competitiveness.

Finally, Resource Allocation ($\beta = 0.203$, $p < 0.001$) showed a significant positive relationship with organisational performance. Firms that effectively allocate financial and human resources to strategic initiatives are more likely to enhance their overall performance.

The overall regression model was statistically significant ($F(5, 374) = 103.536$, $p < 0.001$) and explained 58.1% of the variance in organisational performance ($R^2 = 0.581$). These findings suggest that the dimensions of corporate strategy examined in this study are strong predictors of organisational success in the FMCG sector.

DISCUSSION OF FINDINGS

The findings from the regression analysis established that corporate strategy dimensions of strategic planning, competitive strategy, innovation strategy, strategic flexibility, and resource allocation significantly and positively influence organisational performance among manufacturing firms in Nigeria. This result aligns with the central proposition of this study, which is that the adoption of coherent strategic practices enhances the operational and market outcomes of firms in the manufacturing sector.

Strategic planning was found to be the main factor that influenced how well an organisation worked. As a result, companies with specific strategies, well-reviewed plans and actions that match their main goals often do well. This result supports the study by Madume et al. (2024), who observed that strategic planning greatly shaped the results of manufacturing firms in Rivers State, Nigeria. It was found that making plans ahead of time boosts productivity and helps the organisation run more efficiently. Just like previous studies, this research confirms that strategic planning is key to a firm's progress and growth in the market.

Moreover, it was found that competitive strategy had a strong positive influence on how organisations performed. Firms that used either cost leadership or product differentiation performed well and were in a strong position in the market. The outcomes of this study are similar to those of Anene and Ile (2025), who found that adopting differentiation and cost leadership strategies greatly increased the profits and market performance of food, beverage and tobacco firms in southeastern Nigeria. The fact that these findings are so similar means that firms in crowded and unpredictable markets still need to rely on competitive strategies.

A firm's performance is better when it invests in new products, encourages innovation and updates its technology, according to the findings. This result agrees with the findings of Isichei et al. (2025), who found that SMEs that focus on innovation and competition perform better. The study results point out that continuous innovation helps drive growth, keep up with changes in the environment and address new preferences among customers in Nigeria's manufacturing sector.

Being flexible in strategy was found to improve performance in a meaningful way. It indicates that companies that can adapt their strategies swiftly to market and external changes tend to do better. According to the theory outlined by Mukhezakule and Tefera (2019), dynamic capabilities, mainly strategic flexibility, are necessary for an organisation to perform sustainably in fields marked by unpredictability. Because uncertainty is common in Nigeria's manufacturing sector, firms need to be flexible to maintain their place in the market.

Allocating resources was found to be a key factor in predicting how well an organisation performs. Those firms that managed to distribute resources well to strategic projects showed better results. This agrees with the study by Alintah-Abel, et al. (2020) that better resource allocation made Nigerian construction industry organisations work more efficiently and effectively. Likewise, the success of resource management in this study reflects the findings of Roche and Baumgartner (2025), who discovered that using resources with a purpose greatly improved both organisational and sustainability outcomes.

Conclusion

This study explored the relationship between key dimensions of corporate strategy—namely strategic planning, competitive strategy, innovation strategy, strategic flexibility, and resource allocation and organisational performance within Nigeria's fast-moving consumer goods (FMCG) manufacturing industry. Through rigorous quantitative analysis, the findings provided clear evidence that each strategic dimension contributes significantly to performance outcomes, reinforcing the relevance of integrated strategic management practices in highly dynamic sectors.

Strategic planning emerged as the most influential determinant of performance, underscoring the centrality of structured goal-setting, coordinated decision-making, and long-term orientation in enhancing both operational efficiency and market responsiveness. In a sector where planning horizons are often disrupted by inflation, policy shifts, and infrastructural challenges, firms with formalised and agile planning systems demonstrated superior adaptability and performance resilience.

Competitive strategy also contributed meaningfully to organisational outcomes. Firms that pursued cost leadership or differentiation were better positioned to maintain pricing power, brand loyalty, and market relevance factors especially critical in Nigeria's saturated and price-sensitive FMCG markets. These findings align with established strategic theory, which holds that firms must secure a defensible position within their industry structure to achieve sustainable advantage.

The role of innovation strategy was equally pronounced. Companies that embedded innovation into their strategic processes, whether through new product development, process improvement, or adoption of enabling technologies, reported improved performance across multiple dimensions. In the context of the FMCG sector, where product cycles are short and consumer expectations rapidly evolve, innovation serves not only as a growth lever but also as a competitive necessity.

Strategic flexibility was found to be essential in enabling firms to respond to volatile business conditions. The ability to pivot quickly in the face of regulatory changes, supply chain disruptions, or macroeconomic shocks was positively associated with performance outcomes. This finding reinforces the value of dynamic capabilities in turbulent markets, where static strategic models are insufficient for survival or growth.

Finally, effective resource allocation was shown to support strategy execution. Firms that prioritised the deployment of financial, technological, and human capital in line with strategic objectives achieved better alignment, operational focus, and outcome efficiency. In a resource-constrained economy such as Nigeria's, this underscores the importance of deliberate, value-driven investment choices as a foundation for organisational performance.

Recommendations

Based on the findings of this study, the following recommendations are proposed:

1. Manufacturing firms should institutionalise formal strategic planning frameworks that involve regular review, environmental scanning, and alignment with organisational goals. Structured planning processes will improve decision-making effectiveness and enhance firms' capacity to proactively address market challenges.
2. Organizations should the deliberate crafting of competitive strategies, particularly cost leadership and differentiation. Strategic investments in operational efficiency and brand uniqueness can significantly improve market positioning and profitability in the face of intensifying competition.
3. Firms are encouraged to embed innovation into their organisational culture by investing in research and development, promoting creativity among employees, and adopting emerging

technologies. Sustained innovation is essential for maintaining relevance and achieving long-term performance gains.
4. Managers should cultivate flexible strategic systems that allow for rapid adjustment of plans and priorities in response to environmental changes. Enhancing organisational agility will enable manufacturing firms to mitigate risks associated with economic volatility, regulatory shifts, and technological disruptions.
5. Efficient allocation of financial and human resources to strategic projects should be prioritised. Organisations must ensure that strategic initiatives are adequately resourced to drive successful implementation and create measurable value, rather than dispersing resources across non-strategic activities.
6. Industry regulators and policymakers should develop frameworks that encourage strategic capacity-building among manufacturing firms, including facilitating access to innovation funding, providing market intelligence, and offering training programs on strategic management practices.

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