

**STRATEGIC PATHWAYS AND ORGANISATIONAL SURVIVAL OF DUFIL FOOD
INDUSTRY IN RIVERS STATE.**

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ABSTRACT

This study examined the relationship between strategic pathways and organisational survival of Dufil Food Industry in Rivers State. The study was guided by 3 research objectives and 3 hypotheses. The survey designed used for the study was a correlational survey design. The target population for this study was 70 managers of Dufil Food Industry in Rivers State. The study adopted a census sampling technique to ascertain a sample size which ensures that all respondents were captured. A self-administered structured questionnaire titled "Strategic Pathway and Organisational Survival Questionnaire (SPOSQ)" was used to obtain data from respondents. Cronbach's alpha reliability coefficient of 0.88 was ascertained. PPMC (person product moment correlation) was used to test hypotheses on SPSS version 25. There is a significant relationship between the core value and resilience of Dufil food industry in Rivers State. There is a significant relationship between situational analysis and adaptability of Dufil food Industry in Rivers State. There is a significant relationship between strategic objectives and workforce stability of Dufil Food Industry in Rivers State. The study concluded that strategic pathway and organisational Survival of Dufil Food Industries in Rivers State reveals that the deliberate alignment of internal strategic dimensions namely core values, situational analysis, and strategic objectives plays a pivotal role in enhancing the firm's resilience, adaptability, and workforce stability. The study recommended that Dufil Food Industry should ensure that strategic objectives are clearly defined, measurable, and communicated across departments that will enhance stable workforce operation

Background of the Study

To achieve sustainable competitive success in this dynamic business environment, it is key for businesses to always think sustainability Organisational survival remains a critical determinant of long-term success in today's hyper-competitive business environment. It refers to the ability of an organisation to sustain its operations, adapt to market changes, and maintain relevance in the face of intense competition, technological disruption, and evolving consumer demands (Onyema, 2023). For firms like Dufil Food Industry, operating in the fast-moving consumer goods (FMCG) sector in Rivers State, Nigeria, organisational survival is increasingly being tested by volatile economic conditions, shifting customer preferences, and increased global and local competition. The dynamic nature of the external business environment demands that organisations embrace innovative and strategic pathways to ensure resilience, continuity, and sustained market presence.

In recent years, the FMCG industry in Nigeria has witnessed intense rivalry and market saturation, compelling firms to constantly reevaluate their strategic direction. Dufil Food Industry, known for products like Indomie Noodles, is no exception. The firm must not only focus on cost efficiency and brand loyalty but also on strategic adaptability to survive in the fast-evolving market. Strategic pathways such as differentiation, cost leadership, innovation, strategic alliances, and market penetration have become essential tools for navigating environmental uncertainties and achieving sustainable operations (Adeleke & Eze, 2022). The selection and implementation of appropriate strategic pathways enable firms to align internal resources with external opportunities and threats, thus fostering long-term survival.

Hyper-competition, characterized by rapid competitive moves and counter-moves among firms, requires more than just traditional strategic planning. It necessitates agility, proactive innovation, and constant reconfiguration of resources to meet the ever-changing demands of the market (Egbunike & Ezebasili, 2023). For Dufil Food Industry, the ability to adapt through effective strategic pathways can be the difference between market leadership and business failure. This study, therefore, examines the strategic pathways adopted by Dufil Food Industry and how these influence its organisational survival in the challenging economic landscape of Rivers State.

Statement of the Problem

In today's turbulent and hyper-competitive business environment, organisational survival is becoming increasingly difficult, especially for firms operating in Nigeria's fast-moving consumer goods (FMCG) sector. Dufil Food Industry, despite its strong market presence and established brand portfolio, is not immune to the challenges of sustaining long-term operations. The company faces intense market competition from both local and international brands, rising production costs, fluctuating exchange rates, inconsistent government policies, and ever-changing consumer preferences. These challenges put enormous pressure on Dufil's ability to remain resilient and strategically positioned in the Rivers State market. Organisational survival in such a setting requires a deliberate adoption of dynamic strategic pathways, but it is unclear whether the strategies currently employed by Dufil are sufficiently proactive and effective in addressing these issues.

One of the critical challenges facing the company is organisational resilience — the capacity to recover quickly from operational shocks such as raw material shortages, inflationary pressures, and supply chain disruptions. Despite having a large-scale production facility and a robust distribution network, Dufil's operations are often strained by infrastructural deficits and rising transportation costs in Rivers State. These issues threaten its ability to respond quickly to market disruptions and could hinder long-term survival if not properly managed. Without a resilient operational framework supported by a clear strategic direction, the company risks losing its competitive edge in a volatile marketplace.

Additionally, adaptability remains a significant concern. As consumer tastes evolve and health-conscious alternatives become more popular, Dufil must regularly re-innovate its product offerings and marketing strategies. However, the speed of organisational response has not always matched the pace of environmental change. A lack of strategic agility may result in lost market opportunities, customer dissatisfaction, and a gradual decline in market share. The company's ability to align its strategies with external demands remains a pressing issue that calls for a reassessment of its strategic pathways.

Furthermore, workforce stability is another critical component affecting organisational survival. High employee turnover, skills mismatch, and low morale resulting from poor change management or ineffective leadership practices can destabilize internal operations. Dufil Food Industry must ensure that its strategic plans address human capital development, retain key talent, and foster a motivated workforce. A disengaged or unstable workforce threatens the company's ability to execute strategies efficiently and compromises its capacity for sustainable growth and competitiveness.

In light of these concerns, it becomes imperative to critically investigate the strategic pathways adopted by Dufil Food Industry and assess their effectiveness in ensuring the firm's resilience, adaptability, and workforce stability, all of which are vital to its survival in Rivers State's challenging business environment. It is against this pitfall, the study investigated Strategic Pathways and Organisational Survival of Dufil Food Industry in Rivers State.

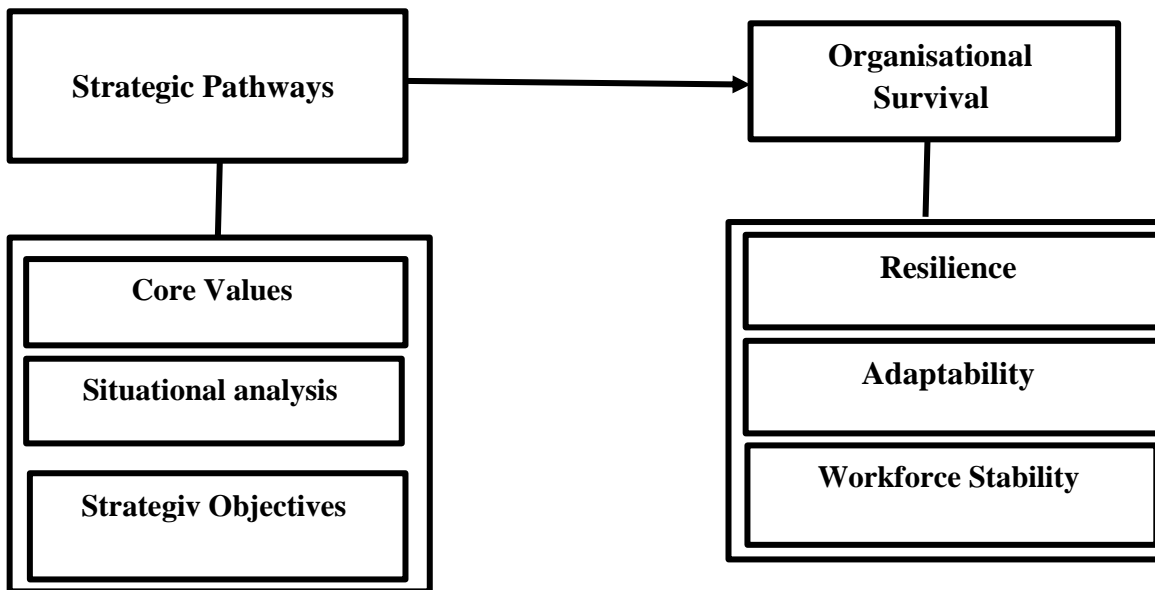


Figure 1: Conceptual framework on Strategic Pathways and Organisational Survival of Dufil Food Industry in Rivers State.

Source: Conceptualize by Desk Researcher (2025)

Adopted from Collins & Porras (1994); Porter (1979) and Hannan & Freeman (1984)

Aims & Objectives

The aim of this study is to determine the relationship between Strategic Pathway and Organisational Survival of Dufil Food Industry in Rivers State. The specific objectives are:

1. To determine the relationship between core values and resilience of Dufil Food Industry in Rivers State.
2. To determine the relationship between situational analysis and adaptability of Dufil Food Industry in Rivers State.
3. To determine the relationship between strategic objectives and workforce stability of Dufil Food Industry in Rivers State.

Research Questions

The following research questions were raised to guide the study.

1. What is the relationship between core values and resilience of Dufil Food Industry in Rivers State?
2. What is the relationship between situational analysis and adaptability of Dufil Food Industry in Rivers State?
3. What is the relationship between strategic objectives and workforce stability of Dufil Food Industry in Rivers State?

Hypothesis

The following null hypotheses were formulated and was tested at a significant level of 0.05.

- H₀₁:** There is no significant relationship between core values and resilience of Dufil Food Industry in Rivers State.
- H₀₂:** There is no significant relationship between situational analysis and adaptability of Dufil Food Industry in Rivers State.
- H₀₃:** There is no significant relationship between strategic objectives and workforce stability of Dufil Food Industry in Rivers State.

REVIEW OF RELATED LITERATURE

This section reviews extant literatures under the headings of conceptual review, theoretical review and empirical review.

Conceptual Review

Strategic Pathway

A strategic pathway refers to the deliberate and structured course of action an organization adopts to achieve long-term objectives, remain competitive, and ensure survival in a dynamic business environment. It involves selecting and implementing specific strategies—such as cost leadership, differentiation, innovation, strategic alliances, or market expansion—that align with the organization's internal capabilities and external opportunities. Strategic pathways guide decision-making, resource allocation, and performance evaluation, helping firms navigate uncertainty, respond to competition, and adapt to technological and market changes (Porter, 1985; Johnson, Scholes, & Whittington, 2020). These pathways are not static; they evolve as firms respond to environmental changes and stakeholder expectations, particularly in hyper-competitive sectors like the FMCG industry.

In a volatile economic landscape like Nigeria's, characterized by inflation, infrastructure challenges, and shifting consumer behaviors, firms such as Dufil Food Industry must adopt adaptive strategic pathways to ensure survival. Such pathways may involve reconfiguring operations for efficiency, launching innovative products to meet emerging demands, or forming partnerships to enhance market reach and resource sharing. According to Grant (2021), firms that clearly define and consistently execute strategic pathways tend to outperform those that rely on reactive or short-term tactics. Therefore, the effectiveness of an organization's strategic pathway is directly linked to its resilience, adaptability, and ability to sustain operations over time.

Dimensions of Strategic Pathway

Core Values

Core values are the enduring beliefs and principles that define the cultural and ethical foundation of an organization. They influence how decisions are made, how employees behave, and how the organization interacts with external stakeholders. These values often include principles such as integrity, innovation, customer focus, accountability, and respect. In a competitive environment, especially for a brand like Dufil Food Industry, core values help shape a strong corporate identity that builds consumer trust and employee loyalty. When values are clearly communicated and consistently upheld, they become embedded in daily operations and serve as a moral compass in decision-making processes (Adeoye & Elegunde, 2022).

Core values serve as a strategic tool for maintaining internal coherence and alignment across departments and levels of leadership. They guide not only individual behavior but also the broader strategy, from human resource policies to customer engagement approaches. For instance, a core value like innovation may encourage ongoing research and product development to meet changing consumer tastes. According to Ojo and Ajibade (2023), organizations that institutionalize their core values are better positioned to withstand market shocks and foster long-term sustainability. These values ensure that even during strategic shifts or organizational change, there is consistency in purpose and conduct.

Situational Analysis

Situational analysis is a critical strategic tool that enables organizations to assess their internal strengths and weaknesses, along with external opportunities and threats (SWOT). It provides a realistic understanding of an organization's competitive position, customer preferences, technological trends, and regulatory challenges. For Dufil Food Industry operating in Rivers State, situational analysis involves evaluating factors such as consumer demand patterns, economic instability, supply chain disruptions, and competitive pricing strategies. Such analysis is essential for

identifying areas of competitive advantage and mitigating risks that may threaten survival or profitability (Akinbinu & Ekundayo, 2023).

Moreover, situational analysis supports evidence-based strategy formulation. By leveraging tools like PESTLE analysis, value chain analysis, and competitor benchmarking, companies can make informed decisions on where to invest, expand, or reallocate resources. For example, if an analysis shows declining loyalty among urban consumers due to health concerns, Dufil might prioritize product diversification or rebranding strategies. Eze and Igbokwe (2024) affirm that organizations that regularly conduct comprehensive situational analyses are more agile and proactive in navigating industry shifts. This enhances their ability to align their strategic pathways with both internal capacities and external demands.

Strategic Objectives

Strategic objectives are specific, measurable, achievable, relevant, and time-bound (SMART) goals that translate an organization's vision and mission into actionable targets. These objectives serve as the cornerstone of strategic planning, directing the focus of activities and ensuring alignment between various functional departments. In a company like Dufil Food Industry, strategic objectives may include goals such as increasing market share in the South-South region by 10% over two years, reducing operational costs by 15%, or launching three new health-focused product lines within 12 months. These objectives offer clarity, motivation, and performance benchmarks for employees and leadership alike (Eze & Anyaogu, 2024).

More importantly, strategic objectives guide performance monitoring and facilitate strategic evaluation. By setting concrete goals, Dufil can periodically assess its progress, reallocate resources, and respond to unforeseen environmental changes. Objectives also foster accountability, as departments are held responsible for achieving defined outcomes. As noted by Bello and Nwachukwu (2023), firms that consistently align strategic objectives with core capabilities and market opportunities tend to achieve higher levels of operational efficiency and organizational survival. Clearly defined strategic objectives ensure that strategy execution is not fragmented but unified toward a shared purpose.

Concept of Organisational Survival

Organisational survival refers to the ability of a firm to continue its operations, maintain relevance, and adapt successfully over time despite internal and external challenges. It encompasses an organization's capacity to withstand economic downturns, competitive pressures, technological disruptions, and policy shifts while preserving its core functions and strategic direction. Survival is not merely about staying operational but about remaining competitive and sustainable in a dynamic business environment. According to Onyema (2023), organisational survival depends on a company's resilience, strategic adaptability, and capacity for innovation, especially in volatile markets such as Nigeria's fast-moving consumer goods (FMCG) sector.

In today's hyper-competitive economy, factors such as environmental uncertainty, consumer behavior shifts, regulatory changes, and global economic fluctuations have made organisational survival a more complex and pressing concern. Companies must constantly reassess their strategies, strengthen internal capabilities, and leverage opportunities for growth. Egbunike and Ezeabasili (2023) argue that firms with flexible leadership structures, robust contingency plans, and dynamic strategic pathways are more likely to survive and thrive. For companies like Dufil Food Industry, organisational survival involves not only maintaining market share and profitability but also sustaining workforce stability, product relevance, and brand loyalty in the face of growing competition and economic instability.

Measures of Organisational Survival

Resilience

Resilience refers to an organization's ability to absorb shocks, recover from disruptions, and maintain core functions during crises or market turbulence. It involves operational flexibility, crisis management systems, and the strategic foresight to anticipate risks. For firms like Dufil Food Industry, resilience is vital in navigating economic volatility, inflation, and supply chain disruptions common in Nigeria's business environment. According to Okafor and Uche (2023), resilient organizations typically invest in risk management, build diverse supply networks, and foster a culture that encourages rapid response and recovery. Resilience enhances long-term stability and ensures continuity despite adverse conditions.

Adaptability

Adaptability is the organization's capacity to respond swiftly to changes in the external environment such as shifts in consumer preferences, technological innovations, or competitive dynamics. It involves structural flexibility, innovation, and strategic responsiveness. For example, Dufil must adapt to health-conscious consumer trends by adjusting its product offerings and marketing strategies. As noted by Nwachukwu and Bello (2023), organizations that cultivate learning cultures, embrace technological change, and empower decision-making at all levels tend to be more adaptive. Adaptability ensures a firm remains competitive and relevant in a constantly evolving marketplace.

Workforce Stability

Workforce stability refers to the consistency, retention, and reliability of an organization's human resources over time. Stable workforces contribute to knowledge continuity, operational efficiency, and employee morale. In contrast, high employee turnover disrupts performance, increases training costs, and weakens organizational culture. For a company like Dufil Food Industry, ensuring workforce stability is essential for maintaining productivity and executing strategic plans effectively. According to Adebayo and Eze (2024), workforce stability is enhanced through competitive compensation, positive work environments, and career development opportunities—all of which contribute to organisational survival by retaining critical talent and institutional knowledge.

Theoretical Review

Resource-Based View (RBV) Theory by Barney (1991); Wernerfelt (1984)

The Resource-Based View (RBV) theory, developed by Wernerfelt (1984) and refined by Barney (1991), posits that a firm's sustainable competitive advantage and long-term survival stem primarily from its internal resources and capabilities rather than just external industry forces. According to this theory, resources must be:

- **Valuable** – They help the firm exploit opportunities or neutralize threats.
- **Rare** – Not commonly possessed by current or potential competitors.
- **Inimitable** – Difficult to replicate or substitute.
- **Non-substitutable** – No equivalent resource can replace it to produce the same value.

These VRIN resources may include physical assets (e.g., manufacturing facilities), intangible assets (e.g., brand reputation, intellectual property), human resources (e.g., skilled employees), and organizational processes (e.g., efficient distribution systems). The theory suggests that firms should focus on identifying, developing, and leveraging such resources to achieve a competitive edge and ensure organisational survival.

In the context of Dufil Food Industries operating in Rivers State, the RBV theory is highly relevant in shaping the firm's strategic pathway and ensuring organisational survival. Dufil's long-standing presence in the FMCG sector has endowed it with a number of valuable internal resources such as strong brand equity (Indomie), a robust distribution network, loyal customer base, localized production facilities, and skilled workforce. These resources are difficult for competitors to imitate

and thus form the backbone of its strategic advantage in a saturated and competitive Nigerian market.

To survive and grow amid rising production costs, consumer shifts, and economic volatility in Rivers State, Dufil must continually leverage its unique internal capabilities to implement strategic pathways such as product diversification, cost efficiency, and local market responsiveness. For example, investing in product innovation tailored to local preferences, or improving supply chain efficiency, allows Dufil to reinforce its market leadership. According to the RBV, it is these internal strategic assets rather than external market factors alone that provide the foundation for resilience, adaptability, and ultimately long-term survival in a challenging environment.

Empirical Review

Eze and Anyaogu (2022) investigated the relationship between strategic pathways and the organisational survival of manufacturing firms in South-East Nigeria. The researchers adopted a descriptive survey research design. The population comprised 180 management-level staff across 10 manufacturing firms registered with the Manufacturers Association of Nigeria (MAN). Using stratified and purposive sampling techniques, a sample size of 120 respondents was drawn. Primary data was collected using a structured questionnaire. The instrument's validity was ensured through expert review, while reliability was established via a pilot test and yielded a Cronbach's alpha of 0.82. The questionnaires were self-administered with follow-ups through emails and on-site visits. Data were analyzed using descriptive statistics and Pearson's correlation analysis. Findings showed that strategic differentiation, cost leadership, and innovation strategies significantly enhanced the firms' resilience and ability to adapt to market changes. The study concluded that a firm's choice of strategic pathway has a strong influence on its long-term survival. It recommended continuous environmental scanning and capacity-building initiatives to support innovative and adaptive strategies.

METHODOLOGY

Correlational survey design was adopted for this study. The target population for this study was 70 managers of Dufil Food Industry in Rivers State. The study adopted a census sampling technique to ascertain a sample size which ensures that all respondents were captured. A self-administered structured questionnaire titled "Strategic Pathway and Organisational Survival Questionnaire (SPOSQ)" was independently subjected to face and content validity by the two other experts in the Department of Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt. The corrections and suggestions of the validators were affected on the finale copy of the instrument which was used to collect primary data and the data obtained were accordingly analyzed. Cronbach's alpha reliability coefficient below the 0.75 was used ascertained.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.88	3

Source: Researcher Computation via SPSS Version 25

The result of the Cronbach's Alpha reliability test indicates .88 which is above .70 which implies that the items are reliable. PPMC (person product moment correlation) was used to test hypotheses on SPSS version 25.

ANALYSIS OF DATA

H₀₁: There is no significant relationship between core value and resilience of Dufil food industry in Rivers State.

Table 2: **Correlations of core value and resilience**

			Core Value	Resilience
Spearman's rho	Core Value	Correlation Coefficient	1.000	.560
		Sig. (2-tailed)	.	.000
		N	70	70
	Resilience	Correlation Coefficient	.560	1.000
		Sig. (2-tailed)	.000	.
		N	70	70

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2025

Table 2 above there is a significant relationship between core value and resilience of Dufil food industry in Rivers State (where "rho" = .560 and p = 0.0000) and based on the decision rule of p < 0.05 for null rejection , we reject the null hypothesis and restate that there is a significant relationship between core value and resilience of Dufil Food Industry in Rivers State.

Ho₂: There is no significant relationship between situational analysis and adaptability of Dufil food Industry in Rivers State.

Table 3: Correlation of Situational Analysis and Adaptability

			Situational Analysis	Adaptability
Spearman's rho	Situational Analysis	Correlation Coefficient	1.000	.604**
		Sig. (2-tailed)	.	.000
		N	70	70
	Adaptability	Correlation Coefficient	.604**	1.000
		Sig. (2-tailed)	.000	.
		N	70	70

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2025

Table 3 above reveals r value of 0.604 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating situational analysis and adaptability of Dufil food Industry in Rivers State. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (Ho₂) which states that there is no significant relationship between situational analysis and adaptability of Dufil food Industry in Rivers State was rejected and the alternate hypothesis (Ha₂) was accepted. This implies that there is a positive relationship between situational analysis and adaptability of Dufil food Industry in Rivers State.

Ho₃: There is no significant relationship between strategic objectives and workforce stability of Dufil Food Industry in Rivers State

Table 4: Correlations of Strategic Objectives and Workforce Stability

			Strategic Objectives	Workforce Stability
Spearman's rho	Strategic Objectives	Correlation Coefficient	1.000	.578**
		Sig. (2-tailed)	.	.000
		N	70	70
	Workforce Stability	Correlation Coefficient	.578**	1.000
		Sig. (2-tailed)	.000	.
		N	70	70

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2025

Table 4 above shows a correlation coefficient of 0.578 at a significance level of 0.000, which is less than the chosen alpha level of 0.05 for the hypothesis relating strategic objectives and workforce stability. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_0) which states that there is no significant relationship between strategic objectives and workforce stability of Dufil Food Industry in Rivers State was rejected, and the alternative hypothesis (H_a) was accepted. This implies that there is a positive relationship between strategic objectives and workforce stability of Dufil Food Industry in Rivers State.

DISCUSSION OF FINDINGS

With respect to research question one; the correlations on core values and resilience of Dufil Food Industry in Rivers State revealed that there is a significant relationship between core values and resilience of Dufil Food Industry in Rivers State (where $P = .000$) thus leading to acceptance of alternate hypothesis: there is a significant relationship between core values and resilience of Dufil Food Industry in Rivers State. This result is in line with the findings of study by Adeoye and Elegunde (2022) who posited that core values play a fundamental role in enhancing organisational resilience, especially in volatile and competitive environments. Core values such as integrity, innovation, teamwork, customer-centricity, and accountability help define an organization's identity and guide decision-making during uncertainty. These values create a strong organizational culture that unifies employees and fosters commitment, which is crucial in times of crisis. Firms with clearly communicated and internalized core values demonstrated higher resilience during economic downturns.

With respect to research question and hypothesis two; correlations on situational analysis and adaptability of Dufil Food Industry in Rivers State revealed that there is a significant relationship between situational analysis and adaptability of Dufil Food Industry in Rivers State (where $P = .000$) thus leading to acceptance of alternate hypothesis: there is a significant relationship between situational analysis and adaptability of Dufil Food Industry in Rivers State. This result is supported by the study of study by Akinbinu and Ekundayo (2023), who revealed that revealed firms that frequently analyzed their business environments were more successful in launching new products, restructuring operations, and entering emerging markets. Situational analysis significantly enhances an organization's adaptability, especially in uncertain and competitive business environments. Situational analysis through tools such as SWOT (Strengths, Weaknesses, Opportunities, Threats), PESTLE (Political, Economic, Social, Technological, Legal, and Environmental), and competitor benchmarking enables firms to understand both internal capabilities and external pressures.

With respect to research question and hypotheses 3; Correlations on strategic objectives and workforce stability of Dufil Food Industry in Rivers State revealed that there is a significant relationship between strategic objectives and workforce stability of Dufil Food Industry in Rivers State (where $P = .000$) thus leading to acceptance of alternate hypothesis: there is a significant relationship between strategic objectives and workforce stability of Dufil Food Industry in Rivers State. Strategic objectives when well communicated and aligned with employees' roles give workers a clear sense of direction, purpose, and belonging. This clarity reduces ambiguity, boosts morale, and encourages long-term commitment. In a recent empirical study by Bello and Nwachukwu (2023) involving selected manufacturing firms in Ogun and Lagos State, the finding revealed that organizations with consistent strategic goal-setting experienced lower employee turnover, higher job satisfaction, and improved internal cohesion. When employees understand and connect with the organization's strategic goals, they are more likely to remain loyal, even in times of operational restructuring or external economic pressure.

CONCLUSION

The study on Strategic Pathway and Organisational Survival of Dufil Food Industries in Rivers State reveals that the deliberate alignment of internal strategic dimensions namely core values, situational analysis, and strategic objectives plays a pivotal role in enhancing the firm's resilience, adaptability, and workforce stability. In an increasingly competitive and volatile market environment, Dufil's survival depends not only on product quality and brand equity but also on its ability to institutionalize values, respond to environmental changes, and maintain a committed workforce through clearly defined goals. The findings underscore the importance of adopting proactive, context-specific strategic pathways that are rooted in internal strengths and externally aware of market dynamics to sustain long-term operational effectiveness and competitive advantage.

RECOMMENDATIONS

Based on the objectives of the study, the following recommendations are made:

1. Dufil Food Industry should institutionalize and reinforce its core values such as integrity, innovation, customer-centricity, and teamwork across all levels of the organization that enables the firm to recover quickly from disruptions.
2. Dufil Food Industry should implement a continuous and data-driven situational analysis framework, including tools like SWOT, PESTLE, and competitor benchmarking, to monitor internal and external changes affecting the food manufacturing sector that can enhance organisational adaptability and timely responses.
3. Dufil Food Industry should ensure that strategic objectives are clearly defined, measurable, and communicated across departments that will enhance stable workforce operation

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