

## **Environmental Scanning and Performance of Brewing Firms in South-East, Nigeria**

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### **Abstract**

*Business environments have evolved over the years and this has challenged business-oriented organizations such as brewing firms to source for ways to stay in the business and keep up with trends of operations. This study focused on Environmental Scanning and Performance of Brewing Firms in South-East, Nigeria. Specifically, the study sought to determine the nature of relationship between stealth marketing and customer engagement of brewing in South-East, Nigeria, amongst others. The study was anchored on Michael Porter's five force Model of 1980. The study adopted a descriptive survey design. The population of the study was 1341 and sample size was 308 arrived at using Taro Yamane formula, while the questionnaire which was the instrument for data collection was allocated using Bowley's Proportion allocation formula. Cronbach Alpha was used to test for reliability of the instrument. Pearson's Product Moment Correlation Coefficient was utilized for testing hypotheses. Findings revealed amongst others, that there is significant positive relationship existing between Stealth Marketing and Customer Engagement of brewing firms in South-East, Nigeria with a p-value of 0.003 which is less than the alpha value of 0.05. The study concluded that stealth marketing is an important environmental scanning technique that business-oriented organizations such as brewing firms need to imbibe in order to maximize the engagement of their customers to improve their performance. Furthermore, the study recommended that management of the understudied brewing firms should carry out stealth marketing as a means of engaging customers strategically to get an upper hand as to what they want and how best to meet their demands as this will boost their performance in the industry.*

**Keywords:** *Environmental Scanning, Organizational Performance, Stealth Marketing, Customer Engagement*

## **Introduction**

The idea of environmental scanning, according to Sormunen and Parks (2018), is the internal dissemination of information from the outside regarding problems that could potentially affect an organization's decision-making process. According to Costa, Teare, Vaughan, and Edwards (2017), environmental scanning focuses on locating new problems, circumstances, and dangers that might have an impact on an organization's future. The data collected which includes information about external events, trends, and relationships, is sent to key people within the organization and is used to inform management decisions going forward. In addition, it's used to assess how well an organization responds to risks and opportunities from the outside world (Fahey, King, and Narayanan, 2019). Environmental scanning is essentially a strategy for locating, gathering, and converting data about outside forces into practical plans and judgments (Engledow & Lenz, 2018). In order to sustain their commercial success and survival, organizations (like brewing companies) now face unprecedented obstacles (Fahey, et al., 2019). This holds true for businesses of all sizes, both for-profit and nonprofit. In order to respond in a way that will guarantee the organization's survival and success, success necessitates a good strategic grasp of external factors (Hambrick, 2020). One weapon in an organization's toolbox for obtaining this knowledge is environmental scanning. Environmental scanning for business decision-making has established itself as a practical tool or method for helping companies obtain the data, they require to increase their competitiveness and maintain it (Engledow & Lenz, 2018). The ability of an organisation to make well-informed business decisions superior to its rivals and based on knowledge gathered from the environment is key to its competitive advantage (West, 2016).

The nature of the consumable products that brewing companies in South-East, Nigeria generates for their clients, however, creates a dynamic environment for their operations. This makes it essential for these businesses to use environmental scanning approaches to increase their productivity and customer happiness, stay competitive, and avoid going out of business (Ijeoma, & Onuoha, 2018, Uchenna & Audu, 2021). Stealth marketing, according to Hendrayati and Pamungkas (2020), is a strategy that businesses (like breweries in South-East, Nigeria) can use to improve client involvement. By deftly generating and disseminating "buzz" in an indirect or covert manner, stealth marketing tries to introduce a new good or service (Berns, 2018). Stealth marketing typically whispers to a select group of people on occasion rather than forcefully shouting to everyone at once (Kee & Yazdanifard, 2015). It largely relies on the power of word-of-mouth to encourage buyers to feel like they just "stumbled" upon the product or service themselves while packing a product or service with appealing qualities that make it "cool" or "in" (Bigné, 2021). By locating the crack in consumers' protective barriers, stealth marketing tries to take advantage of them when they are most open to it (Hendrayati & Pamungkas, 2020, Uchenna & Audu, 2022). It is the most recent in a long line of marketing strategies that aim to go unnoticed by consumers in order to stand out in a crowded market. Because it is viewed as softer and more personal than traditional advertising, it is thought to be a workable substitute for conventional advertising (Bigné, 2021). According to Bowden (2019), the psychological mind state of customer engagement shows that customers either incorporate significant brands into their self-concept or experience internal emotion as a result of brand attachments. Customer engagement is the process by which a customer adds value to a business, either directly or indirectly (Farook & Abeysekera, 2016). In order to encourage both direct and indirect contributions, client engagement is therefore believed to enhance business performance (Kumar & Pansari, 2016).

## **Statement of the Problem**

The environment is continuously changing hence giving businesses serious challenges to stay in the market, necessitating the understanding of the environmental forces, their nature, changes, Trends

and interactions including their "ripple effects. These environmental forces are critical determinants of pitfalls and opportunities a firm anticipate to face in its future and hence the managers need to snappily respond to, in order to keep the company on track and be able to meet its objectives.

Brewing firms in south east Nigeria face a myriad of problems which could hinder the performance of their organization. These include management's inability to device a suitable means to engage their customers and this could result in customer dissatisfaction. Customers are increasingly distracted as well as having complex expectations and if management do not strategically tackle this challenge, it could prove detrimental to the survival of the organization. Also, inadequate knowledge about the environment or industry could hinder the competitiveness of an organization. Where management possibly fail to identify the cost structure, quality of product offerings, distribution networks, customer service and so on, which makes an organization to be proactive and competitive in the industry, this could plausibly lead to an organization losing its edge over other competitors. Inefficiency of organizational performance could likely lead to loss in return on investment, customer dissatisfaction, low employee morale, employee turnover, and so on. This could be traced down to poor strategic intelligence amounting from lack of leadership skill, ineffective teams, poor communication and feedback, hence overall performance of the organization is affected negatively. In view of the above challenges, this study therefore, attempts to ascertain how environmental scanning variables correlates with organizational performance variables vis a vis brewing firms in South-East, Nigeria.

### **Objectives of the study**

The main aim of this study is to examine the effect of environmental scanning on the performance of brewing firms in South East Nigeria. Specifically, the study seeks to determine the nature of relationship between stealth marketing and customer engagement of brewing firms in south east Nigeria.

### **Conceptual Review**

#### **Concept of Environmental Scanning**

Environmental scanning, according to Sormunen and Parks (2018), is the internal dissemination of information from the outside world regarding problems that could potentially affect an organization's decision-making process. According to Jain (2018), environmental scanning focuses on locating new problems, circumstances, and dangers that might have an impact on an organization's future. The information obtained, which includes external events, trends, and relationships, is given to key managers within the organisation and is used to direct management in making future plans (Fahey, et al., 2019). As a result of external risks and opportunities, it is also used to assess an organization's strengths and shortcomings. Environmental scanning is essentially a strategy for locating, gathering, and converting data about outside forces into practical plans and judgements (Choo, 2014, Malik & Audu, 2023).

Strategic planning and thinking are the main topics of environmental scanning (O'Connell & Zimmerman, 2019). Its usefulness stems from the recognition and comprehension of the organization's complicated problems. An organisation can address external forces over which it has little to no control by forming a strategic position with the use of environmental scanning (Brownlie, 2015). Organisations can mould their internal processes to reflect essential and efficient responses by consistently monitoring external influences. Understanding how internal and external factors interact makes it easier to modify organisational structure and strategy goals so that they are more responsive to shifting market dynamics and more effective (Zhang, Majid, & Foo, 2018). The effective organisation therefore prioritises learning together with adaptability and responsiveness. In

order to retain a position of readiness as environmental effects emerge, environmental scanning must be a continuous effort that never stops (Sawyer, 2020).

### **Stealth Marketing**

Making marketing communications audible is a difficult task for marketers in the modern era (Esther and Rabiyahtul, 2020). Customers are reportedly exposed to tens of thousands of marketing messages per day, which has led to hitherto unheard-of levels of marketing pandemonium. Despite this, many businesses have had access to cutting-edge strategies for grabbing consumers' attention, such as stealth marketing (Katyal, 2020). The emergence of alternative marketing strategies like stealth marketing during the past ten years may be due to the majority of consumers spending more time on computers and mobile devices than they do watching television or reading newspapers. Pamungkas and Hendrayati, 2020. Kee, and Yazdanifard (2015) mention that stealth marketing is blurring the line between hype and advertising by concealing paid backing. Berns, (2018) defines stealth marketing as the attempt to promote a new product or service through the 'Buzz' effect of spreading the marketing message in an opaque or subtle way. Martin and Smith (2018) noted that stealth marketing is "the use of hidden marketing practices that do not reveal the true relationship with the company that produces or sponsors the marketing message.

### **Organizational Performance**

Performance of the organisation has always been the most crucial factor, regardless of whether it is a profit- or non-profit organisation (Sofi & Devanadhen, 2020). Performance is still a hot topic among organisational researchers, and they disagree on several points. Organisational performance, according to Ojokuku, Odetayo, and Sajuyigbe (2019), is the capacity of an organisation to achieve its objectives through making effective and efficient use of its resources. According to Wang, Chich-Jen, and Mei-Ling (2020), organisational performance refers to a company's capacity to meet its targets. Organisational performance, according to Elenkov (2018), is the extent to which the work mission is attained as determined by the work outcome, intangible assets, customer link, and quality services. Organizational performance, according to Rehman (2021), is the ability of the organization to use its human and material resources in an effective and efficient manner to achieve its goals. These definitions give organizations the justification they need to base employee performance evaluations on objective performance standards. This is beneficial for formulating strategic plans for the organizations' future performance as well as for assessing the accomplishment of organizational goals (Ufoma, 2021). Although numerous research has indicated that various businesses in various nations frequently place a focus on diverse goals, some literature contends that financial profitability and expansion are the most typical indicators of organisational achievement (Ibrahim, 2018). On the other hand, other researchers contend that no definition is necessarily better than another and that a researcher's definition should be based on the disciplinary framework they have chosen for their research (Uchenwamgbe, 2021).

### **Customer Engagement**

This idea gained traction in large part as a result of the development of social media, which allows people to communicate with one another and with businesses (Kim & Choi, 2016). In recent years, academics have paid close attention to the idea of customer engagement as a strategic imperative that supports sales growth, produces superior competitive advantage, and boosts profitability (Dwivedi, 2015). Engagement customers are more inclined to participate to the creation and innovation of new products, and they typically exhibit stronger brand loyalty and happiness (Zata & Lujja, 2017). Customer engagement is a psychological state characterized by a level of activity, dedication, absorption, and interaction, according to Patterson, Yu, and De Ruyter (2020). According to Fredrick and Sharma (2017), customer engagement refers to the degree to which a consumer interacts with

company personnel and other customers during a collaborative knowledge-sharing process. According to Van Tonder and Petzer (2018), it is a psychological process that represents the fundamental frameworks via which brand loyalty is developed for new customers as well as the methods through which they can uphold that loyalty through recurrent purchases. According to Beckers, Van Doorn, and Verhoef (2018), it is a condition of being involved with something to the point of being entirely absorbed or continuously interested in it, which produces a force of attraction or repulsion over time.

### **Theoretical Framework**

This study is anchored on Michael Porter's five force Model of 1980. This model posits a compelling view on how a firm can achieve competitive advantage in a particular industry by leveraging on five imperative forces of the industry. The five forces are comprised of factors that could affect the positioning of a firm in a particular industry, this includes *The Bargaining power of Buyers*; this refers to the powers exerted by buyers on the firm. In certain industries, buyers exhibit high bargaining power, such as if the industry has a small number of buyers who purchase large volumes, these are particularly powerful in industries with high fixed costs. Buyers are also powerful in instances where industry products are homogeneous, and when the buyers do not face high switching costs. *The Bargaining power of Sellers*; Suppliers exhibit high power, when they are few in number, offer differentiated products, and can credibly threaten to integrate forward in the industry. A firm can tackle them by integrating backwards or by outsourcing their requirements. *The Threat of Substitutes*; this is high when there is an attractive price-performance trade-off, or when the buyer has lower switching costs. This may seem fairly easy to remove but are quite complicated, as many-a-times, firms are not aware of all their potential substitutes. (Porter, 2008). *The Threat of Potential Entrants*; Some management thinkers argue that this is potentially the most daunting of the 5 forces, especially when the argument is posed in the modern globalized world, where barriers to entry are virtually negligible. New Entrants, put pressure on incumbents to cut prices, and thus profitability. Potentially, these new entrants can drive out entire companies out of the market (Porter, 2008), as in the case of Apple and Nokia, where the latter no longer has a significant amount of market share in the mobile phones industry (1%) (Spence, 2018). *The Threat of Existing Competition*; this is the degree to which rivalry drives down an industry's profit potential depends, first, on the intensity with and, second, on the basis on which companies compete. These tend to be high when there is slow growth, or when there are a large number of competitors. They may also occur in situations when firms may not be able to read each other's signals in the market.

Relating this model to the study, owners and managers of brewing firms in south east Nigeria, are to adopt this model to enable them strategize various ways of remaining competitive in the industry. They are to follow the forces one at a time till they come to an optimal solution that will give them competitive advantage over other competitors.

### **2.3 Empirical Review**

Nkeyekimi (2021) examined the impact of environmental scanning and entrepreneurial performance in computer village Ikeja, Lagos State. The study made use of a sample size of 269 respondents from a population of 683. Data were obtained from primary sources and were analysed using Principal Component Analysis and Multiple Regression Analysis. Findings revealed that environmental scanning is a vital model for improvement in entrepreneurial performance in computer village Ikeja. Olajoko and Olawale (2021) investigated the effect of environmental scanning on operational performance in the foodservice industry in Ilesa Ogun State, Nigeria. A sample size of 290 was selected from a population of 845 employees. Descriptive statistics and multiple regression was adopted in testing the hypothesis. Findings revealed that environmental scanning had a positive effect on operational performance in the foodservice industry in Ilesa.

Abdul, Smith, Israel, and Mohammed (2020) examined the effect of stealth marketing and customer outreach of selected banks in Kafanchan Kaduna State, Nigeria. The sample size of 213 respondents was derived from a population of 502. Multiple regression analysis was employed for data analysis. The findings of the study revealed that stealth marketing has a significant effect on customer outreach of selected banks in Kafanchan Kaduna State.

Udobi (2019) examined the impact of stealth marketing on customer attraction of selected restaurants in Nnewi Anambra State Nigeria. The study made use of a sample size of 497 respondents drawn from a population of 868. The data collected were analyzed using descriptive statistics and Multiple Regression Analysis. The findings revealed that stealth marketing had a positive and significant effect on customer attraction of selected restaurants in Nnewi Anambra State.

Okeke and Eke (2019) examined the effect of stealth marketing on organizational performance of selected banks in Enugu State Nigeria. The study made use of a sample size of 329 respondents derived from a population of 938 employees of key professional departments. The data collected were analyzed using descriptive and simple linear regression methods. Findings show that stealth marketing affects the organizational performance of banks in Enugu State positively.

Ndianaekwu and Ozor (2019) investigated the impact of environmental scanning on organizational learning of selected polytechnics in Imo State, Nigeria. Sample size of 265 respondents was drawn from a population of 791 employees. The study employed descriptive statistics and T-test for data analysis. Result show that environmental scanning has a positive influence on organizational learning of polytechnics in Imo State.

Berry, Oxlade, and Bareth (2019) examined the effect of environmental scanning on the productivity of textile manufacturing companies in Lome, Togo. The study made use of a sample size of 497 respondents drawn from a population of 1568. The data collected were analysed using Multiple Regression Analysis. The findings revealed that environmental scanning had a positive and significant effect on the productivity of the textile companies in Lome, Togo.

Babayero (2017) examined the relationship between environmental scanning and organizational sustenance of food and beverages firms in south west Nigeria. Sample size of 488 was drawn from a population of 1530. Multiple regression and Pearson's product moment correlation was used in testing the hypothesis. Result showed that environmental scanning has a positive relationship with organizational sustenance of food and beverages firms in south west Nigeria.

Richey, West and Cobbares (2016) investigated the impact of stealth marketing on customer satisfaction in the hospitality industry in Johor Bahru, Malaysia. Sample size of 400 was derived from a population of 969. The study employed multiple regression analysis for data analysis. Findings showed that stealth marketing have negative and insignificant effect on customer satisfaction in the hospitality industry in Johor Bahru.

Relating this model to the study, owners and managers of brewing firms in south east Nigeria, are to adopt this model to enable them strategize various ways of remaining competitive in the industry. They are to follow the forces one at a time till they come to an optimal solution that will give them competitive advantage over other competitors.

## **METHODOLOGY**

This research adopted the descriptive survey research design because the data collected described existing phenomena. This study sourced data from both primary and secondary sources. The population of the study covered the staff of the brewing firms selected in South-East, Nigeria. The target population was selected using purposive technique due to the functionality and accessibility of these firms. They include; Nigerian Breweries Plc Ama Ngwo, Enugu State with 474 employees, SABMiller Brewing Plc Onitsha with 485 employees, and Nigerian Breweries Plc, Aba with 382 employees. The total population of the study is 1341. Sample size of 308 was arrived at using Taro

Yamane formula. In order to make sure all the brewing firms are represented significantly in the study, the study will employ Bowley's proportional allocation formula (1926).

**Table 1.1: Percentage distribution of population sample.**

S/N	Brewing Firms	Population	Sample allocated	Percentage %
1.	Nigerian Breweries Plc Ama Ngwo, Enugu State.	474	109	35.39
2.	SABMiller Brewing Plc, Onitsha, Anambra State.	485	111	36.04
3.	Nigerian Breweries Plc, Aba, Abia State.	382	88	28.57
	<b>Total</b>	<b>1341</b>	<b>308</b>	<b>100.00</b>

Source: Field Survey, 2023

A five point Likert Scale structured questionnaire was developed for collecting data. The study employed face and content validity to ensure the validity of the instrument. Cronbach's alpha coefficient was used to measure reliability of the instrument. This instrument showed the level of internal consistency among the reliability variables with a coefficient of 0.828 which approximately is 85% level of reliability. Data were analyzed using mean statistics (with a threshold of 3) and hypothesis tested using Pearson's Product Moment Correlation Coefficient at 0.05 level of significance with the aid of Statistical Package for Social Sciences (SPSS) version 20.

#### DATA PRESENTATION AND ANALYSIS

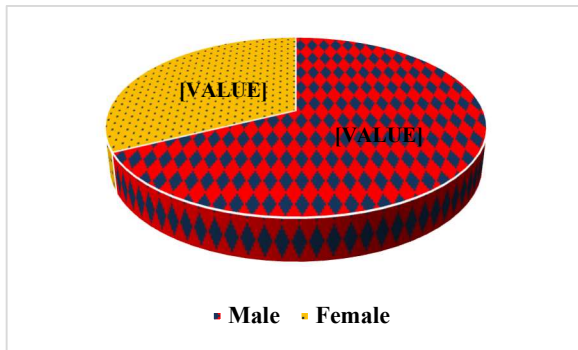
A total of three hundred and one (308) copies of questionnaire were distributed to the employees of the selected brewing firms in the study, out of which two hundred and eighty five (285) were properly filled and returned for analysis.

**Table 1.2: Demographic profile of respondents**

Demographic variables	Particulars	No. of respondents	Percentage (%)
Gender	Male	193	67.7
	Female	92	32.3
	<b>Total</b>	<b>285</b>	<b>100</b>
Marital status	Single	187	65.6
	Married	98	34.4
	Divorced	0	0
	<b>Total</b>	<b>285</b>	<b>100</b>
Educational qualification	WASSCE/GCE	154	54.0
	HND/OND	34	11.9
	BSc	92	32.3
	MSc/PhD	5	1.8
	<b>Total</b>	<b>285</b>	<b>100</b>
Age bracket	Below 20yrs	65	22.8
	21yrs – 40yrs	194	68.1
	41yrs – 60yrs	20	7.0
	61yrs and above	6	2.1
	<b>Total</b>	<b>285</b>	<b>100</b>
Number of years with your firm.	0 – 5yrs	240	84.2
	6yrs – 10yrs	34	11.9
	11yrs – 15yrs	7	2.5
	16yrs and above	4	1.4
	<b>Total</b>	<b>285</b>	<b>100</b>

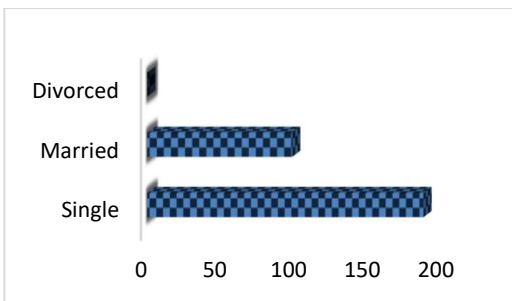
Source: Field survey, 2023.

Table 1.2 shows the demographic profile of employees of the selected brewing firms in South-East, Nigeria. A higher proportion of the respondents (67.7%) are males while 32.3% of the respondents are females.



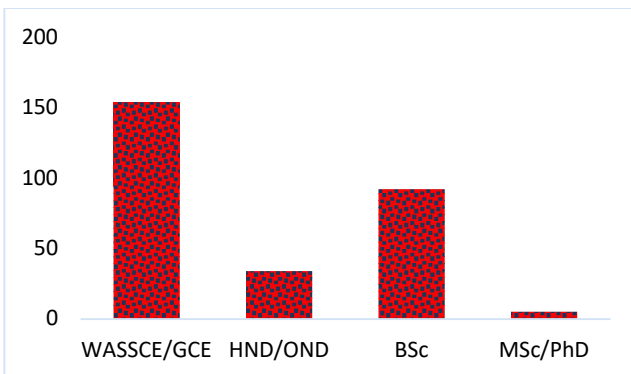
**Fig 1.1: Gender Distribution of Respondents.**

Table 1.2 further revealed the marital status of the respondents. The distribution show that 65.6% are single while 34.4% are married. No respondent attested to being divorced.



**Fig 1.2: Marital Status Distribution of respondents.**

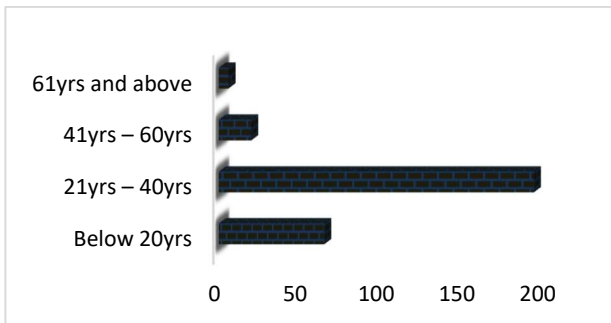
Table 1.2 also revealed the educational qualification of the respondents. It shows that 52.6% have WASSCE/GCE as their educational qualification, 14.1% and 31.8% have either Higher National Diploma (HND) or Ordinary National Diploma (OND), and Bachelor of Science (B.Sc) as their educational qualification respectively. A lower proportion of respondents (1.5%) attested to have either Master of Science (M.Sc) or Doctor of Philosophy (PhD) as their academic qualification.



**Fig 1.3: Educational Qualification of respondents.**

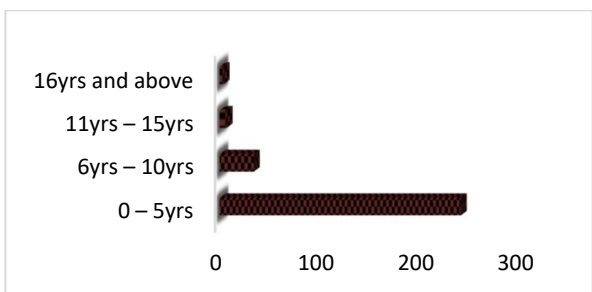


Table 1.2 further revealed the age bracket of respondents. It shows that 28.5% of the respondents are below 20years, 64.1% which is a greater proportion of the respondents fall within the age bracket of 21years – 40years, 5.2% of the respondents fall within the age bracket of 41yrs – 60yrs, while 2.2% of the respondents are 61years and above.



**Fig 1.4: Age Bracket distribution of respondents.**

Table 1.2 also reveal the number of years the respondents have been so far with their firms. It shows that 81.5% of the respondents have been with their firm for 0 – 5years and counting, it also show that 14.4% of the respondents have been with their firm between 6years – 10years. 3% of the respondents have been with their firm between 11years – 15years, while 1.1% of the respondents attested to have been with their firms for a duration of 16years and above.



**Fig 1.5: Tenure distribution of respondents.**

**Table 1.3 responses of respondents on the nature of relationship between Stealth Marketing and Customer Engagement of brewing firms in South-East, Nigeria.**

S/N	Stealth Marketing	SA (5)	A (4)	U (3)	D (2)	SD (1)	Mean	Remark
1.	The management of my organization have to find a less expensive mode of reaching out to customers.	139	121	0	14	11	4.51	Accept
2.	The management of my organization need to strategize means to position their products and services on the minds of customers.	117	136	1	23	8	4.39	Accept
3.	The management of my organization need to find a way to project the company in the industry without breaking the law.	140	123	1	19	2	4.57	Accept
S/N	Customer Engagement	SA (5)	A (4)	U (3)	D (2)	SD (1)	Mean	Remark
1.	The management of my organization need to listen to customers to know how to meet their demands.	166	97	2	9	11	4.64	Accept

2.	Steady interaction by my organization and customers on products and services can enhance the performance of the organization.	149	104	0	19	13	4.49	Accept
3.	The management of my organization need to carry out proper feedback activities to know the areas their customers want improvement on.	141	104	1	31	8	4.42	Accept

**Source: field survey, 2023.**

Table 1.3 shows how the respondents responded to the items relating to Stealth Marketing and Customer Engagement of brewing firms in South-East, Nigeria. The analysis here is based on the mean of the individual questionnaire items with a benchmark of 3, this implies that any question that its mean is below 3 is rejected hence, it is not acceptable for the respondents as a group. Therefore, table 4.1.2 reveal that all the questionnaire items on the table have a mean of 3 and above, thereby are accepted by the respondents as a group.

### Test of Hypothesis

H<sub>1</sub>: There is significant relationship between Stealth Marketing and Customer Engagement of brewing firms in South-East, Nigeria.

**Table 4.2.1 Test of Hypothesis**

		Stealth Marketing	Customer Engagement
<b>Stealth Marketing</b>	Pearson Correlation	1	.954**
	Sig. (2-tailed)		.003
	N	285	285
<b>Customer Engagement</b>	Pearson Correlation	.954**	1
	Sig. (2-tailed)	.003	
	N	285	285

\*. Correlation is significant at the 0.05 level (2-tailed).

Computation: SPSS version 20

**Source: Field survey, 2023**

Table 4.2.1, shows that the probability value (0.003) is less than the alpha value (0.05), the researcher therefore accepts the alternative hypothesis and conclude that there is a significant relationship between Stealth Marketing and Customer Engagement of brewing firms in South-East, Nigeria with a correlation value of 0.954.

### Discussion of Finding

In testing, the hypothesis shows a correlation coefficient of 0.954 which indicates positive correlation between Stealth Marketing and Customer Engagement. The analysis also shows probability value of 0.003 which is less than the alpha value (0.05), the researcher therefore accepts the alternative hypothesis and concludes that there is a significant positive relationship between Stealth Marketing and Customer Engagement of brewing firms in South-East, Nigeria. This is in tandem with the study of Abdul et al, (2020) who found out that stealth marketing has a significant effect on customer outreach of selected banks in Kafanchan Kaduna State, Nigeria. This study also tallies with that of Udobi B. Raymond (2019) who revealed that stealth marketing had a positive and significant effect on customer attraction of selected restaurants in Nnewi Anambra State, Nigeria.

### Conclusion

From the finding, we concluded that stealth marketing is an important environmental scanning technique that business oriented organizations such as brewing firms need to imbibe in order to maximize the engagement of their customers both new and existing ones. Taking into account

however the strength, weaknesses, opportunities and threats and utilizing the information adequately to their advantage.

### **Recommendation**

Based on the finding, the following recommendation are made;

1. That management of the brewing firms understudied should carry out stealth marketing as a means of engaging customers to get an upper hand as to what they want and how best to meet their demands as this will boost their performance in the industry.

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