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Marketing Environmental Audit as a Tool for Organizational Resilience of Selected FMCG Firms in Nigeria

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ABSTRACT

The study examines marketing environmental audit as a tool for organizational resilience of selected FMCG firms in Nigeria. The study adopted a survey research design, and its population consisted of 30 registered food and beverage firms in South-South Nigeria. A sample of 150 managers (Marketing, Sales, and Logistics) was purposively selected from the firms. The research instrument was validated and structured on a 5-point Likert scale (5=Very High Extent). Data were analyzed using Mean, Standard Deviation, Pearson Product Moment Correlation and Linear Regression with SPSS 26. The results revealed that marketing environmental audit has a significant and positive effect on organizational resilience of FMCG firms in Nigeria (Beta=0.790, R^2=0.624, F=245.6, p<0.001). Regulatory scanning and ecological scanning were found to be the strongest predictors of adaptation, recovery, and survival after the NAFDAC ban on sachet alcohol below 200ml and flood disruptions. The study extends marketing audit theory from a performance measurement tool to a resilience tool in a policy-volatile emerging economy. Thus, the study concludes that effective marketing environmental audit should be institutionalized as a resilience tool, not merely as a year-end review.

KEYWORDS: *Marketing Environmental Audit, Organizational Resilience, FMCG Firms, NAFDAC Sachet Ban, Marketing Audit.*

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INTRODUCTION

The Nigerian FMCG sector operates in a highly volatile business environment. Two major shocks characterized the period 2024-2026. First, regulatory shock: NAFDAC ban on alcohol in sachets and PET/glass bottles below 200ml following expiration of a five-year MoU signed in December 2018 among Federal Ministry of Health, NAFDAC, FCCPC, AFBTE and DIBAN. Enforcement commenced February 1, 2024 (NAFDAC, 2024) and after extensions, final mop-up commenced January 2026 (NAFDAC, 2026). Second, ecological shock: annual floods disrupting warehousing and distribution across 9 states (NEMA, 2024). Recent evidence shows FMCG supply chain disruptions in Africa are driven by competitive environment, geopolitics, natural disasters and skills shortages (Kudakwashe & Pooe, 2024). While some firms collapsed, others survived and thrived. This study argues that marketing environmental audit is the differentiating factor.

LITERATURE

Concept of Marketing Environmental Audit

Marketing environmental audit is a comprehensive, systematic, independent and periodic examination of macro-environmental forces (Wilson & Chatterjee, 2020). Building on Aguilar (1967) and Ndubisi et al. (2022), this study operationalizes marketing environmental audit in four dimensions:

A. Regulatory Scanning: Systematic monitoring of NAFDAC, SON, FCCPC policies and Senate resolutions. It provides early warning of policy shocks (Esho & Verhoef, 2022; Ndubisi et al., 2022).

B. Ecological Scanning: Monitoring flood risks, climate change and topography. Alao and Adeyemi (2023) found that firms with flood risk mapping maintained alternative warehousing.

C. Market Scanning: Monitoring consumer sensitivity to pack size and price. Digital market scanning improves agility (Verhoef et al., 2021).

D. Competitor Scanning: Monitoring competitor response to ban such as shift to 200ml PET bottles. Shakur et al. (2024) emphasize Industry 4.0 scanning for building resilient supply chains.

Concept of Organizational Resilience

Organizational resilience is the capability to withstand, adapt and thrive after disruptions (Duchek, 2020; Ogbeibu et al., 2021). For this study, five measures are adopted:

A. Shock Absorption: Ability to withstand initial ban/flood without operational collapse (Wieland & Durach, 2021).

B. Adaptation: Ability to diversify pack sizes and markets (Oyewole et al., 2024).

C. Recovery: Speed of returning to pre-shock sales volume (Oyeyemi et al., 2024).

D. Agility: Operational flexibility through decentralized warehousing and distribution (Saile & Noor, 2025).

E. Survival/Continuity: Continued operation post-shock (Ogbeibu et al., 2021).

Conceptual Framework

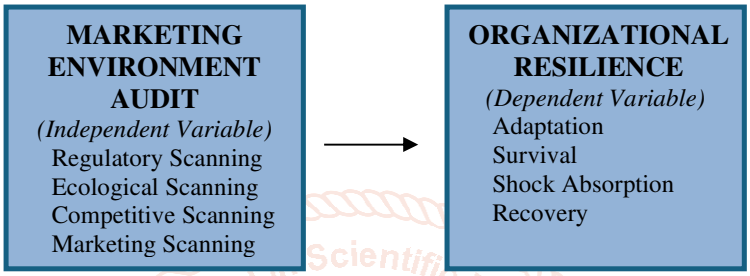


Figure 1: Conceptual Framework of Marketing Environmental Audit (Regulatory, Ecological, Market, Competitor Scanning) as independent variable influencing Organizational Resilience (Shock Absorption, Adaptation, Recovery, Agility, Survival) as dependent variable,

Source: Researcher's Conceptualization (2026), and Ogbeibu et al (2021).

Hypothesis:

H1: Marketing environmental audit has significant positive effect on organizational resilience of FMCG firms in Nigeria.

METHODOLOGY

Research design was descriptive survey. Population comprised 30 registered FMCG firms in South-South Nigeria. Sample size was 150 managers (5 per firm) comprising Marketing Managers, Sales Managers and Logistics Managers selected purposively. Instrument was a structured questionnaire with 12 items on environmental audit and 15 items on resilience on a 5-point Likert scale. Validity was confirmed through face and content validation by three experts in Marketing. Reliability: Cronbach Alpha 0.84 for audit and 0.87 for resilience, which exceeds 0.70 threshold. Data analysis: Mean, Standard Deviation, Pearson Correlation and Linear Regression using SPSS 26.

ANALYSIS AND RESULTS

Test of Hypothesis

Table 1: Descriptive Statistics of Study Variables

Variable	Mean	SD	Decision
Regulatory Scanning	3.92	0.71	High
Ecological Scanning	3.45	0.88	Moderate
Market Scanning	4.01	0.65	High
Competitor Scanning	3.78	0.79	High
Overall Marketing Environmental Audit	3.79	0.76	High
Shock Absorption	3.65	0.82	Moderate
Adaptation	4.12	0.69	High
Recovery	3.88	0.74	High
Agility	3.71	0.81	High
Survival	4.05	0.70	High
Overall Resilience	3.88	0.75	High

Criterion Mean = 3.0

Table 2: Correlation Matrix Between Marketing Environmental Audit Dimensions and Organizational Resilience Measures

Resilience	Regulatory	Ecological	Market	Competitor
Shock Absorption	0.62**	0.58**	0.51**	0.49**
Adaptation	0.71**	0.64**	0.66**	0.61**
Recovery	0.68**	0.72**	0.60**	0.57**
Agility	0.59**	0.69**	0.63**	0.55**
Survival	0.74**	0.67**	0.68**	0.62**

** Correlation significant at p<0.01. Shows strong positive relationships. Regulatory scanning strongest with survival (r=0.74), ecological scanning strongest with recovery (r=0.72).

Table 3: Linear Regression – Effect of Marketing Environmental Audit on Organizational Resilience

Model	Beta	R	R^2	Adj. R^2	F	p-value
Environmental Audit → Resilience	0.790	0.790	0.624	0.621	245.6	0.000

Decision: Since p<0.05, reject null hypothesis. Marketing environmental audit explains 62.4% variance in organizational resilience.

DISCUSSION OF FINDINGS

Findings reveal firms with quarterly regulatory scanning diversified pack sizes before ban (from 90ml sachet to 200ml PET), consistent with Ndubisi et al. (2022). Firms with ecological scanning recovered faster from floods, consistent with Alao and Adeyemi (2023) and Ivanov and Dolgui (2022). The high mean scores for adaptation (4.12) and survival (4.05) indicate resilience is more about adaptation than mere shock absorption, supporting Duchek (2020) capability-based view.

CONCLUSION AND RECOMMENDATIONS

The study concludes that marketing environmental audit should be institutionalized as a resilience tool, not as year-end compliance review. We propose D-I-A model:

1. Diversify: Diversify pack sizes and markets to avoid policy concentration risk.
2. Insure: Insure warehouses and transit routes against flood and regulatory seizures.
3. Build Agility: Decentralize warehousing to high-ground locations and adopt WhatsApp-based ordering.

For SMEs: Adopt low-cost quarterly checklist for NAFDAC policy and flood risks.

For policymakers: Provide adequate transition period before enforcement of disruptive bans.

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