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WORKPLACE DIGITALIZATION AND ENTREPRENEURIAL SUCCESS OF FOOD AND BEVERAGES FIRM IN RIVERS STATE.

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Abstract

The study investigates the relationship between workplace digitalisation and entrepreneurial success of food and beverages firms in Rivers State. Digital tool adoption and process integration was used as the dimensions of workplace digitalization, while business growth and profitability were used as the measures of entrepreneurial success. The survey study's accessible population comprises 545 employees of the food and beverages firm in Rivers State. A sample of 226 was derived using Krejcie and Morgan (1970) table. Structured questionnaire was used, and Spearman correlation coefficient was used for the analyses. The findings reveal a strong, positive and significant relationship between the dimensions of workplace digitalization and entrepreneurial success. The study concludes that workplace digitalization correlates with entrepreneurial success. The study recommends enhancing adoption of digital tools and process integration for entrepreneurial success.

Keywords: Workplace Digitalization, Digital Tool Adoption, Process Integration Entrepreneurial Success, Business growth, Profitability.

Introduction

The food and beverage (F&B) industry is the essential backbone of every nation's economic development and enhancement of people's daily lives. The F&B industry has a big impact on the production of jobs, the wide range of food choices and agricultural value chains. When these businesses are successful in their activities, it enhances job creativity, increases revenue, and improves the sustainability of the local food system (OECD, 2021). The SUN Business Network/Gain (2021) observed severe disruption in the supply chain food system, as

their inability to provide food to the urban market during the pandemic crisis was because they were not resilient during the covid-19 pandemic period. This shows that entrepreneurial success in production, processing, and consumption largely depends on their efficiency. This means that businesses' productivity and success have a direct impact on the availability of food, prices, and the ability of local economies to handle shocks. (OECD, 2021; SUN Business Network/Gain, 2021).

In the food sector, successful entrepreneurs are a major driver of new products and business models. Food entrepreneurs are reliable sources of healthier and sustainable product lines, innovative distribution procedures and new product development (Shah et al., 2023; Klerkx & Villalobos, 2024). Successful entrepreneurs take advantage of consumer trends to know how to invest and produce and market daily necessities to make the value chain more efficient and allow specialised products to reach mainstream markets. Therefore, successful entrepreneurs are known for driving innovation that can make industries more productive and meet increasing people's needs for food and ensure the firms' adequate performance and sustainability (Shah et al., 2023; Klerkx & Villalobos, 2024).

Entrepreneurial performance is a vital driver of market access, competition, and the use of digital tools. Successful entrepreneurs enhance the use of digital sales channels, e-payments and logistics solutions to reach customers beyond their usual local markets (World Bank, 2023). The rise of online food ordering and delivery services after the pandemic has attracted investors, opened up opportunities and offered new methods for food entrepreneurs to flourish in many nations, including Nigeria (Financial Times, 2024). Entrepreneurs who know how to run their businesses and make use of digital marketing platform strategies often increase their sales, attract customers, and grow faster (World Bank, 2023; SUN Business Network/Gain, 2021). Building innovation requires competencies (OECD, 2021; World Bank, 2023). Shah et al. (2023) suggest that many entrepreneurs, with less customer awareness, insufficient capital and regulatory problems, often encounter difficulty in creating innovative ideas for a profitable business venture. So, promoting success improves the F&B productivity and economic growth. (OECD, 2021; Klerkx & Villalobos, 2024; World Bank, 2023).

Digitisation tools, such as the use of online mobile payments, cloud-based technologies, and e-commerce, have revolutionised food and beverage firms globally. McKinsey & Company (2021) suggest that the experience the firms had during the pandemic has made many firms adapt to the use of many digital tools to stay competitive. Fadeyi et al. (2022) opine that the usage of digital financial services has resulted in better procedures, improved efficiency and enhanced market accessibility of SMEs. Many food and beverage firms now use mobile apps, delivery services, and digital communication for their services, and this makes it easier to meet the customers' needs. (Adegboye et al., 2021).

In Nigeria, use of digital tools has transformed processes, procedures and services, enhancing productivity, consistency in meeting needs and customer satisfaction. Many firms now take advantage of the use of automated processing equipment and mobile apps for food delivery to improve their services. Adesola et al. (2024) suggest that this digital transformation has resulted in improved market performance among Nigerian SMEs. Ogunyemi & Aluko (2023) believe that investment in those digital technologies has made a huge impact on the F&B services and their supply chain transparency (Ogunyemi & Aluko, 2023). Konfo et al. (2023) also

suggest that digital ordering and subscription services have improved businesses in the food and beverage sector, likewise enhancing their access to new markets.

Digitalising the workplace is increasingly tied to business results, like profit, client loyalty, and new ideas. The Organisation for Economic Co-operation and Development (OECD, 2021) suggests that F&B, with the practice and use of digital tools, is more resilient, adaptable, and closer to new markets. According to Kim (2024), digital abilities improve chances of business success and entrepreneurial growth. Onyema's (2022) findings reveal that the use of digital marketing and payment systems enhances improved sales.

Despite several studies on workplace digitalisation (Reardon, 2023; Kim, 2024; Onyema, 2022) and entrepreneurial success (OECD, 2021; Shah et al., 2023; Adegboye et al., 2021) on the importance of the use of digital tools for business success, many organisations are still finding it difficult to make use of them as a result of poor connectivity, high implementation costs, and inadequate personnel who are versed in the use of these digital tools. Hence the need for this study to examine the influence of workplace digitalisation on the entrepreneurial success of the food and beverage firms.

Statement of the problem

The food and beverage sector is a hub of creativity and innovation, with entrepreneurs at the centre of its success as the chief drivers of all organisational activities. It becomes essential for entrepreneurs to be successful for the organisation's welfare to create jobs, compete favourably, and drive economic growth. They are tasked with the role of enhancing the increase in sales and market growth and increasing the revenue earned by the government through taxation, but many are not meeting up with these essential roles. There is a need for them to be innovative and adopt creative entrepreneurial practices to be efficient (Chikere & Renner, 2024; Ifekanandu & Renner, 2024; Ebimoboere, 2024). The high rise in their operational cost, intense market competition, inefficient use of digital tools, and poor finances have worsened their performance. Most of the food and beverage (F&B) businesses often fail to survive beyond five years, resulting in a very high mortality rate (SMEDAN, 2021; National Bureau of Statistics, 2022).

Their inability to fund their business operations and execute required services often leads to the early closure of many organisations. The consistent failures of many have increased the job markets; many are now jobless as they rely on them for their jobs. A company that is not meeting with its target cannot invest in or improve the career growth of its employees, nor can it adequately meet its customers' needs. It is essential for companies to perform well in order to invest in new equipment, foster creativity and innovation, remain competitive, and promote the career growth of their employees. (World Bank, 2023). Low entrepreneurial practices, such as poor quality in production and services, poor timeliness, and unreliability, reduce consumer loyalty and trust, hence making it difficult to satisfy clients and sustain them. The imbalance in actual roles and responsibility with the target and goals, likewise their declining performance, pinpoints the necessity to look at the factors prohibiting their success. SMEDAN (2021) suggests that over 70% of food and beverage firms operate below capacity and are vulnerable due to high material costs, volatile competition, customer retention issues, and

employee turnover. According to the National Bureau of Statistics (2022), the mortality rates in the hospitality industry are the highest because of poor entrepreneurial success.

The continuous poor performance of the F&B entrepreneur significantly affected the value-chain connections and the resilience of the sector. Organisations with poor performance make limited investments and do not patronise local food suppliers, which reduces overall economic activity in the country (FAO, 2022). Their poor entrepreneurial results make adaptation to safety and sustainability requirements difficult, resulting in poor public health and inadequate long-term competitiveness. The inadequate use of digital solutions, insufficient career growth and technological advancement and reliance have limited them to using old business approaches and procedures. (Adesola & Kayode, 2024). Despite several studies on workplace digitalisation and entrepreneurial success, a dearth of empirical study on the influence of workplace digitalisation on business success exists. The study will proffer a solution to the observed gap in knowledge by investigating the impact of workplace digitalisation on improving entrepreneurial performance among F&B companies in Rivers State.

Aim and Objectives of the Study

The aim of this study is to examine the relationship between workplace digitalisation and entrepreneurial success of food and beverage firms in Rivers State. The specific objectives are to:

i. Examine the relationship between digital tool adoption and business growth of the food and beverage firm in Rivers State.
ii. Determine the relationship between digital tool adoption and profitability of the food and beverage firm in Rivers State.
iii. Examine the relationship between process integration and business growth of the food and beverage firm in Rivers State.
iv. Determine the relationship between process integration and profitability of the food and beverage firm in Rivers State.

Research Questions

The study presented the following research questions.

i. What is the relationship between digital tool adoption and business growth of the food and beverage firm in Rivers State?
ii. How does digital tool adoption relate to the profitability of the food and beverage firm in Rivers State?
iii. How does process integration relate to the business growth of the food and beverage firm in Rivers State?
iv. What is the relationship between process integration and profitability of the food and beverage firm in Rivers State?

Research Hypotheses

This study stated and tested the following research hypotheses.

H_{o1}: There is no significant relationship between digital tool adoption and business growth of the food and beverages firm in Rivers State.

H_{o2}: There is no significant relationship between digital tool adoption and profitability of the food and beverage firm in Rivers State.

H_{o3}: There is no significant relationship between process integration and business growth of the food and beverage firm in Rivers State.

H_{o4}: There is no significant relationship between process integration and profitability of the food and beverage firm in Rivers State.

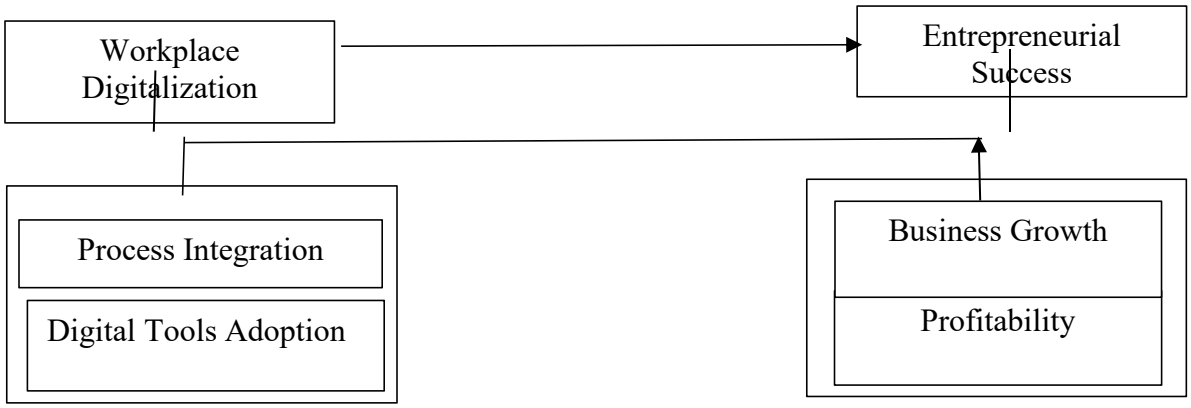

Figure 1: A conceptual framework showing the relationship between workplace digitalization and entrepreneurial success of food and beverages firm, inRivers State

Source: Adapted from Hassoun et al. (2023), Ebhota et al. (2024), Unegbu (2024), and World Bank (2023).

Conceptual Review

Workplace Digitalisation

Digitalisation of the workplace refers to the process of applying technology to facilitate efficient and effective work practices and relationships with clients. It involves the use of digital tools such as e-commerce, e-payment, cloud services, and other collaboration tools at the workplace. According to Hassoun et al. (2023), workplace digitalisation enhances easy workflow, funding, payment, efficient work transactions, and a better flow of information; it has made remote work coordination easy. The World Bank's Digital Progress and Trends confirm that firms that utilise digital technology are more productive, well-informed, and competitive, and they have higher access to markets and better sources of information (World Bank, 2023). The adaptation of workplace digitalisation in smaller food and beverage firms is poor; many of these firms have failed to take advantage of digital tools for effectively running their businesses. The use of digital tools offers significant advantages, including increased productivity, higher sales, and improved cost control. The adoption of workplace digitalisation is poor because there is insufficient finance, infrastructure, and skills (Ebhota et al., 2024; Unegbu, 2024). Digitalisation of the food and beverage companies will enhance workplace practices for inventory management. These are all things that directly affect product quality and consumer happiness in Rivers State and other cities. But the same study says that the return on digital investment depends on how well managers can do their jobs and on other investments that go along with it, such as training and digital tool adoption.

Digital Tools Adoption

Digital tool adoption is when businesses start using certain technologies, like mobile payments, point-of-sale systems, social media marketing, and delivery platform integration. The implementation of customer-facing tools, such as electronic payments, online ordering, and social commerce, has created faster new sales channels, which makes purchasing easy for consumers (Reardon, 2023; World Bank, 2023). During the COVID-19 period, the shock of the reality of life and how to move forward sped up the use of digital tools in many firms. Particularly, this trend has been observed in the hospitality and other quick-service industries. This has increased sales volume when companies could connect these channels. However, the adoption of these digital tools among Nigerian SMEs is very poor; many of them partially use the tool. Some are not effective in the usage of the tools because of insufficient knowledge on the importance of these tools. These challenges include the high cost of devices and services, unreliable power and broadband, and a lack of digital literacy among staff (Unegbu, 2024). Partial usage of this tool does not guarantee efficiency, as the organisation does not derive the required business benefit; hence, the need to encourage people to use all the tools at once for purchasing, payments, and delivery rather than to promote each one on its own.

Process Integration

Process integration involves the linkage of digital tools and systems across functions, including procurement, production, inventory, sales, accounting, and all other organisational activities. This linkage makes it easier for the management to make faster, data-driven choices. The integration of processes in the food and beverage industry, such as the usage of point-of-sale data (information captured at the point where a transaction takes place) to manage inventory and supplier orders, cuts down on stockouts, waste, and manual reconciliation and enhances the firms' operational margins and productivity (Hassoun et al., 2023). Sector 4.0 technologies such as the Internet of Things (IoT), sensors, and automated controls make it easier to control processes and keep track of business activities and meet food safety compliance.

Entrepreneurial Success

Continuous product or process innovation, sales growth, increased market share, and business longevity define entrepreneurial success. Success in every organisation is important to diversify products, generate jobs, and develop local value chains that have wide-ranging economic consequences (OECD, 2021). Market- and business-orientated entrepreneur digital competences embrace growth and endure shocks, but structural obstacles like restricted access to capital, poor logistics, regulatory hurdles, and competency gaps like management and technical skills hinder entrepreneurial success in the F&B firms. Although digitalisation enhances entrepreneurial outcomes, its efficiency is contingent on other supplementary resources, such as access to working capital and training in the appropriate utilisation of digital tools (Ebhota et al., 2024; Unegbu, 2024). Thus, workplace digitalisation drives success when carried out in an efficient and coordinated way to grow skills.

Business Growth

Business growth is the process of enhancing an organisation's market visibility, presence and financial performance. Business growth can be measured through market share, assets,

workforce size, revenue and profits. Firms' agility is very essential in today's fast-growing world, where growth is driven by digital transformation, flexibility and efficient use of resources. Sustainable growth requires being competitive, innovative, strategically positioned, and using resources wisely (Grant, 2021). Business growth occurs in stages: entering the market, surviving, expanding, and reaching maturity. Every stage has its opportunities and weaknesses, but organisations should always turn their weaknesses into strengths. Businesses with rapid, steady growth use both organic and inorganic methods. The organic strategies involve adding new products and entering new markets, while the inorganic strategies involve mergers and acquisitions. Growth must be enhanced in a responsible way because uncontrolled growth can strain resources, lower quality, or cause the organisation to lose focus. Therefore, sound financial management, strategic planning, and innovative ideas steer business growth.

Profitability

Profitability is the ability of a business to generate revenue in excess of the cost involved in producing those earnings. It is measured by margins (like gross, operating, and net profit margins) that compare profit to revenue and returns (like return on assets, return on equity, and return on invested capital) that compare profit to the resources used.

Analysts and practitioners regularly employ these ratios to normalise performance across companies and periods; for instance, the net profit margin indicates the proportion of each sales dollar that remains after all expenses, while ROA and ROE assess the efficiency of assets and equity in generating income. (CFA Institute, 2023). To improve profitability, there is need to raise margins, make assets more efficient, or change the capital base, not just increase revenue. Short-term profitability gains are not automatic. Initial digital investments, such as the cost of software, devices, and training, can raise operating costs before benefits accrue, and without sufficient sales uplift, those costs can reduce the margins (Unegbu, 2024).

This shows that profitability improvements occur when digitalisation reduces recurring operating costs or meaningfully increases revenues and that typically requires coordinated action (integrated processes, marketing, and finance) rather than ad hoc tool adoption. For Rivers State food and beverage firms, the evidence therefore supports a staged approach: adopt cost-effective digital tools that immediately lower friction (payments, ordering), then invest in integrations that deliver recurring cost savings and revenue.

The Resource-Based View theory (RBV)

The RBV says that companies may keep their competitive edge by getting and using valuable, rare, inimitable, and non-substitutable (VRIN) resources well (Barney, 1991). In the context of digitalising the workplace, technologies like automation, the Internet of Things (IoT), cloud computing, and data analytics are strategic resources that make things run more smoothly, lower transaction costs, and help people make better decisions. For food and drink companies, these digital tools make it easier to meet customer needs, connect the supply chain better, and come up with new products. All these things help entrepreneurs succeed by increasing sales, profits, and market competitiveness. These companies are setting themselves up for long-term growth and success by using digitalisation to turn their technology assets into unique organisational strengths, which is in line with the RBV framework.

Empirical Review

amadi and abule (2024) examined the influence of digital innovation (artificial intelligence (ai), internet of things (iot), and cloud computing on the sales performance of the food product–manufacturing smes across nigeria. the population comprises 2,763 manufacturing smes engaged in e-commerce nationwide. a purposive sample of 349 smes was selected using taro yamane's formula. structured questionnaires were used, and analysis was carried out with the spearman's rank-order correlation coefficient. the results showed that all three digital innovation dimensions (ai, iot, and cloud computing) have positive relationships with both sales volume growth and sales revenue growth. based on these findings, the study concluded that digital innovation substantively enhances the sales performance of smes in the sector (amadi & abule, 2024).

taiwo, et al., (2024) investigated the impact of digital technology adoption on firm performance of the he food, and beverages industry in ondo state. the population comprises of 400 smes located in major business districts; structured questionnaires were distributed to owners and management employee. a total of 350 valid responses were retrieved, representing an 88% response rate. using a multi-stage sampling technique and analysing the data through descriptive statistics and anova. the findings revealed that digital technology adoption significantly and positively impacts sme performance in the sector.

amadi and thom-otuya (2025) examined strategic entrepreneurship and sustainable business growth. the dimensions of strategic entrepreneurship are capturing entrepreneurial mindset, strategic resource management, and innovation. the were related to the sustainable business growth among food products smes in rivers state. the accessible population comprised 400 smes. employing a positivist correlational design, structured questionnaires, and spearman's rank-order correlation analysis was used. the findings revealed that entrepreneurial mindset, resource management, and innovation each had significant positive relationships with both profit growth and sales growth. This demonstrates that strategic entrepreneurship is a strong predictor of sustainable business growth in the state's food and beverage SME

Methodology

The cross-sectional survey was used in this study. The accessible populations comprise of 545 employees of the food and beverages firm in Rivers State. A sample of 226 was derived using krejcie and Morgan (1970) table. The primary data was obtained using a well-structured questionnaire. The independent variable, workplace digitalization, was operationalized using two dimensions: digital tools adoption and process integration. Each construct was measured with a set of five items. Digital tools adoption was assessed with items such as: "Our firm makes use of cloud-based applications for daily business operations." Similarly, process integration was measured with items such as: "Digital systems in our organization are interconnected to ensure smooth information flow across departments. "The criterion variable, entrepreneurial success, was measured using two dimensions: business growth and profitability. Business growth was assessed with items such as: "Our company has experienced an increase in customer base over the past three years." Profitability was measured with items such as: "The adoption of digital technologies has contributed to improved profit margins in our firm." Face and content validity were used to determine the validity of the instrument used in this

investigation. The reliability was determined using Cronbach's Alpha. Cronbach's Alpha reliability level of 0.7 was used in the investigation. Values above 7.0 are considered composite reliable. Spearman's rank correlation analyses were used for the analysis.

RESULTS AND DISCUSSION

226 questionnaires were distributed, but only 218(96.5%) copies were returned, and this constitutes the valid questionnaire. The hypotheses test is undertaken at a 95.5% confidence interval, and the decision rule is stated below.

Where P < 0.05 = Reject the null hypotheses

Where P > 0.05 = Accept the null hypotheses

Table 1: Correlations Between Digital Tools Adoption and Dimensions Of Entrepreneurial Success

			Digital Tools Adoption	Business Growth	Profitability
Spearman's Rho	Digital Tools Adoption	Correlation Coefficient	1.000	.825**	.815**
		Sig. (2-tailed)	.	.000	.000
		N	218	218	218
	Business Growth	Correlation Coefficient	.825**	1.000	.805**
		Sig. (2-tailed)	.000	.	.000
		N	218	218	218
	Profitability	Correlation Coefficient	.815**	.805**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	218	218	218

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

Source: SPSS Output, 2025.

Digital tools adoption and Business growth: As shown in Table 1, the Spearman's rho value is **0.**825 (p = 0.000), which is less than the significance threshold of 0.05. The coefficient of determination (r^2) is **0.**681, indicating that approximately 68.1% of the variation in business growth can be explained by digital tools adoption. Based on these results, the null hypothesis (Ho_1) is rejected, and the alternative hypothesis (Ha_1) is accepted. This indicates a significant and positive relationship between digital tools adoption and business growth.

Digital tools adoption and Profitability: Table 1 reveals a Spearman's rho value of **0.**815 (p = 0.000), which is also below the alpha level of 0.05. The r^2 value of 0.664 suggests that 66.4% of the variance in profitability is attributable to digital tools adoption. Consequently, the null hypothesis (Ho_2) is rejected in favour of the alternative hypothesis. This confirms a strong and positive relationship between Digital tools adoption and profitability.

Table 2: Correlations between Process integration and the Dimension of Entrepreneurial Success

			Process integration	Business growth	Profitability
Spearman's rho	Process Integration	Correlation Coefficient	1.000	.845**	.835**
		Sig. (2-tailed)	.	.000	.000
		N	218	218	218
	Business Growth	Correlation Coefficient	.845**	1.000	.810**
		Sig. (2-tailed)	.000	.	.000
		N	218	218	218
	Profitability	Correlation Coefficient	.835**	.810**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	218	218	218

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

Source: SPSS Output, 2025.

Process integration and Business growth: According to Table 2, the Spearman's rho value is **0.**845 (p = 0.000), which is below the significance level of 0.05. The coefficient of determination (r^2) is 0.714, indicating that 71.4% of the variation in business growth is explained by process integration. Given this result, the null hypothesis (Ho_3) is rejected, and the alternative hypothesis (Ha_3) is accepted. This demonstrates a strong and significant positive relationship between process integration business growth.

Process integration and Profitability: As shown in table2, the Spearman's rho value is **0.**835 (p = 0.000), which is less than the 0.05 significance level. The r^2 value is 0.697 indicating that process integration accounts for 69.7% of the variation in profitability. Based on this evidence, the null hypothesis (Ho_4) is rejected in favour of the alternative hypothesis. This suggests that there is a strong significant and positive relationship between process integration and profitability.

Discussion Of Finding

The study findings shows that workplace digitalization, which was operationalized through digital tools adoption and process integration, has a strong significant relationship with entrepreneurial success in food and beverage firms in Rivers State. Specifically, these positive results revealed that digital tools adoption has a high influence on both business growth and profitability, showing a Spearman's rho value of 0.825 for business growth and 0.815 for profitability. This indicates that digital technologies are crucial to improving entrepreneurial success, through enhancing operational efficiency, and driving revenue growth. This conforms with the study of Afolayan et al. (2021), who found that digital adoption among SMEs in significantly correlates with competitive advantage and financial performance.

Similarly, the study revealed that process integration is positively and significantly related to entrepreneurial success. The correlation coefficients show 0.845 for business growth and 0.835 for profitability. This suggest that F & B that integrate their processes through digital

platforms are better able to achieve operational synergy, streamline production, minimize redundancies, and streamline the distribution channels. This result aligns with resource-based view (RBV) theory that the effective deployment of digital resources has unique capabilities that lead to superior performance (Barney, 1991). Eze et al. (2022) study also support this in their study, reporting that digital process integration enhances scalability and long-term sustainability of SMEs in Nigeria.

The over all results of this study reinforce that digitalization is no longer optional but a necessity for entrepreneurial success in the highly competitive food and beverages sector. This suggest that managers and entrepreneurs in the food and beverage industry should prioritize the adoption of advanced digital tools such as cloud computing, point-of-sale (POS) systems, and digital marketing platforms. Furthermore, integrating business processes through enterprise resource planning (ERP) systems and automated supply chain solutions will enhance coordination and profitability.

Conclusion

This study examined the association between workplace digitalization and entrepreneurial success of food and beverages firms in Rivers State, Nigeria. The dimensions of workplace digitalization in this study are digital tools adoption and process integration, while the measures of entrepreneurial success are business growth and profitability. The findings revealed that both digital tools adoption and process integration have strong, positive, and significant relationships with entrepreneurial success. Digital tools adoption explained 68.1% of the variance in business growth and 66.4% of profitability, while process integration accounted for 71.4% and 69.7% of the variance in business growth and profitability, respectively. These findings shows that workplace digitalization is an important driver of entrepreneurial success in the food and beverages sector. Firms that adopt advanced digital technologies and integrate their processes are more likely to expand their market reach, achieve operational efficiency, and improve financial outcomes. The study thus concludes that workplace digitalization correlates with entrepreneurial success, indicating that is not merely a support tool but a strategic enabler of sustainable growth and competitiveness for food and beverages firms in Rivers State.

Recommendations

1. The food and beverage firms' management should invest in digital tools such as e-commerce platforms, cloud computing and point-of-sale (POS) systems to improve market visibility, expand their customer base, and enhance sustained business growth.
2. The F&B Firms should leverage cost-saving digital technologies such as automated accounting software, online payment solutions, and digital marketing tools to minimize overhead costs and maximize profit margins.
3. The firm should implement integrated digital systems such as Customer Relationship Management (CRM) platforms and Enterprise Resource Planning (ERP) to enhance coordination among departments, streamline operations at workplce, and achieve scalable growth.

4. The organisation should enhance use of end-to-end digital integration across, production, supply chains and distribution processes to lower inefficiencies, reduce wastage, and optimize profitability.

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