



Research Paper

Strategic vigilance, ambidexterity and firm performance: Moderating role of organisational structure and management style

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ABSTRACT

Achieving high performance is pivotal to organisations success and continuity. However, organisations are faced with low profitability, market share, sales volume and competitive advantage. Prior studies have sought to address these challenges focusing primarily on developed economies, leaving developing countries like Nigeria relatively unexplored. Also, there is a dearth of literature integrating strategic vigilance (SV) and ambidexterity (AMB) on performance especially in Nigeria. Hence, this study investigated the effect of strategic vigilance, ambidexterity and performance moderated by organizational structure and management style of selected FMCG companies in Lagos State, Nigeria. The study adopted Survey research design. The population of the study was 12,618 management staff from five selected FMCG companies in Lagos State, Nigeria. Using Cochran's formula, a sample size of 485 respondents was determined. The study adopted simple random sampling technique to select respondents. Data was collected using a structured and validated questionnaire with Cronbach alpha reliability coefficients for constructs ranging from 0.71 to 0.82. A response of 100% was recorded. Data were analysed using descriptive and inferential (multiple and hierarchical regress) statistics at 0.05 significance level. The findings revealed that strategic vigilance and ambidexterity on had statistically significant effect on organisational performance when moderated by organizational structure and management style ($\Delta R^2 = 0.642$, $\Delta F = 3.862$, $p < 0.05$). The study concluded that strategic vigilance and ambidexterity significantly enhance organizational performance, particularly when moderated by organizational structure and management style. This study recommends that FMCG companies should prioritize aligning their structure and management practices to effectively leverage strategic vigilance and ambidexterity for improved performance.

1 | INTRODUCTION

FMCG's pivotal role in meeting customers daily needs while significantly contributing to job creation, employment opportunities, and overall socio-economic development is distinct. However, empirical studies have shown that the performance of FMCG may not have been as expected. FMCGs downturn in performance are evidenced in the decline in profitability, market share, diminished sales volume, and a lack of competitive advantage. These challenges may stem from inadequate implementation of strategic vigilance dimensions and insufficient focus on ambidexterity. Hence, addressing these areas could potentially enhance FMCG manufacturers' overall performance. The global FMCG sector is under significant strain, with profit margins dropping from 18.2% in 2021 to 15.7% in 2022, and volume growth turning negative (-0.3%) (Deloitte, 2023). Sluggish market growth of 2.8% in 2022, down from 4.5% in 2021, reflects shifting consumer behaviors, including a 46% increase in preference for cheaper alternatives (Euromonitor International, 2023; NielsenIQ, 2023b). Rising food commodity prices and a 60% sales volume shortage further exacerbate challenges, highlighting the need for strategic adaptation to sustain performance (PricewaterhouseCoopers, 2022). In the U.S., the FMCG sector faces a 5% decline in performance, with 50% of top companies missing revenue targets and 23.2% failing within their first year (Catalyx, 2024; Delfino, 2024). Market share has eroded by 31% over recent years, with 75% of S&P 500-listed FMCG companies projected to disappear by 2027 (Ostertag, 2024; THoM, 2023). States like California, Texas, and Illinois report declining profit margins and sales volumes, driven by labor shortages, aging infrastructure, and reduced R&D investment (CMTC, 2023; Texas Manufacturing Assistance Center, 2023).

Europe's FMCG sector is struggling, with growth falling to 0.3% in 2024 and sales volumes declining by -0.3% (Eurostat, 2024). Germany, Hungary, Italy, and France saw operational performance drop by -5.5%, -6.4%, -3.3%, and -2.3%, respectively (LeMonde, 2024). In the UK, FMCG sales fell by 5.7%, with private labels capturing 51.6% of the market (ONS, 2023; Kantar Worldpanel, 2023). Scotland's FMCG sector also declined by 15.4%, with supply chain disruptions eroding 68% of profit margins (Scottish Government, 2023). Asia's FMCG sector faces mixed challenges. China's

growth slowed to 2.9% in 2024, with profit margins falling by 3.5% year-on-year (TACNA, 2024; Jiamei, 2024). India's FMCG growth declined by 8.9% in 2024, with raw material costs rising by 15.3% (Modi, 2024; IBEF, 2023). Japan's sales volume shrank by 1.5% in 2023, driven by demographic shifts and rising competition (JCCU, 2023; ITA, 2024). These trends highlight the need for innovation and adaptability in a competitive market. Africa's FMCG sector struggles with low profitability and market share, despite a population of one billion (UNIDO, 2023). South Africa's manufacturing contribution to GDP fell to 11.8% in 2023, with FMCG sales volumes dropping by 7.2% due to load shedding and informal trade (Statistics South Africa, 2023; Vcerp, 2023). Kenya's FMCG market value declined by 4.3% in 2023, while Egypt's manufacturing output fell by 21.6% due to currency devaluation and inflation (KAM, 2023; CAPMAS, 2023). Nigeria's FMCG sector is under severe pressure, with manufacturing contribution to GDP dropping to 8.40% in Q4 2023 (NBS, 2023). Multinationals like Nestle Nigeria Plc and PZ Cussons reported significant losses, with Nestle's post-tax profit declining by 277% in 2023 (Nestle, 2024; Okoye, 2024). Rising inflation, currency volatility, and infrastructural deficits have eroded profitability, with sales volumes declining by 17.4% in 2024 (Nairametric, 2024). Strategic vigilance and ambidexterity are critical for navigating these challenges and achieving sustainable growth.

Extant studies on organizational structure and management style have examined various organizations across diverse contexts with mixed outcomes (Alamsjah & Asrol, 2023; Al-Khaled & Fenn, 2020; Al-Shyyab & Irtaimah, 2023; Babu et al., 2024; Bassey et al., 2023; Hmedan, 2023; Kim et al., 2022; Schlosser et al., 2023; Piwowar-Sule & Igbal, 2023; Udin, 2023; Shah, 2023). However, there remains a significant conceptual and empirical gap regarding the moderating effect of organizational structure and management style on the relationship between strategic vigilance and ambidextrous performance in Nigerian FMCG firms. While organizational structure defines lines of authority, roles, and responsibilities, research has shown inconsistent outcomes even among organizations with similar structures (Eze et al., 2017; Mon, 2019; Nosike et al., 2021; Walsh, 2021). Larger FMCG companies often have complex structures that make them less responsive to changing market conditions, leading to miscommunication, operational delays, inefficient processes, low morale, and weakened performance (Walsh, 2021). Furthermore, no single management style has been consistently linked to

improved organizational performance (Bassey et al., 2023). The lack of consensus among scholars with some arguing that poor management behavior and ineffective leadership styles demotivate teams (Oyewole et al., 2023), while others highlight the role of managerial commitment in driving success (Alzadjali, 2023) underscores the need for further research. This study addresses these gaps by investigating the effect of strategic vigilance and ambidexterity on organizational performance, moderated by organizational structure and management style, in selected FMCG companies in Lagos State, Nigeria.

2 | REVIEW OF LITERATURE

2.1 | Strategic Vigilance

According to Yunita et al. (2023) strategic vigilance is the strategic foresight that enables organisations anticipate changes in the business environment and position themselves proactively. Strategic vigilance is the cultivation of a mindset that values continuous learning, adaptability, and a keen awareness of the competitive environment (Fadhil et al., 2021). Strategic vigilance involves the gathering and analysis of relevant information related to organisations technology, marketing, technology and environment for effective decision making and long term survival (Altarawneh, 2023). It is the proactive and continuous monitoring of the external environment for emerging opportunities and threats (Zuochun, 2023). The systematic awareness and analysis of market trends, competitor actions, and industry dynamics to inform strategic decision-making is referred to as strategic vigilance (Dawood & Abbas, 2018). Shahbandi and Farrokhshad (2019) viewed strategic vigilance as the capability to stay alert to changes in customer preferences, technological advancements, and regulatory environment. It is an ongoing surveillance of macroeconomic factors, geopolitical events, and social trends that may impact the business environment (Abdel-Aty & Deraz, 2022).

2.2 | Ambidexterity

Ambidexterity as the ability to simultaneously pursue both incremental and discontinuous innovation from hosting multiple contradictory structures, processes, and cultures within the same firm (Junni et al., 2020). Ambidexterity involves maximizing organisations potential through exploitation of existing knowledge, skills and competences, reusing routines to respond to market demand and exploration of new knowledge and shift in different technological trajectories to facilitate organisational change (Christofi, et a., 2022). It represents organisational capability to simultaneously explore new opportunities and exploit existing capabilities for sustainable innovation (Van-de-Wetering & Versendaal, 2021). Ambidexterity is the ability of an organisation to foster a culture that encourages both experimentation and efficiency in its pursuit of strategic goals (Magno et al., 2023). It is the ability of organizations to explore new capabilities and invest in their current capabilities at the same time, in order to carry out their work in the short term and achieve their goals in the long term (Mohammed & Majeed, 2023).

2.3 | Performance

Abdel-Aty and Deraz (2022) viewed organisational performance as the overall effectiveness of an organisation in actualizing its strategic goals and objectives. It measures the results and outcomes achieved by an organisation in relation to its mission and vision (Abdullah & Sadiq, 2023). Performance is a relative concept that is of great concern amongst business organisation and has received wide attention in literature. Abed et al. (2021) likened organisational performance to the effective use of resources to produce desired outcome and also deliver values to stakeholders. Almadawieh (2019) viewed organisational performance as the measurement of organisation's ability to adapt to change, innovate, and stay competitive in the market. It is the aggregate performance of individuals, teams, and departments working collaboratively toward common objectives (Alnoori & Al-Janabi, 2022).

2.4 | Organizational Structure

Organisational structure is the framework that outlines how an organisation arranges its lines of authority, communication, and responsibilities (Wagner, 2021). It refers to the systematic arrangement of tasks, workflows, and interactions within an organisation to achieve its goals (Kenton, 2024). It is the design or blueprint that defines the hierarchy, relationships, and roles of individuals within an organisation (Marri et al., 2019). Jain (2024) regarded organisational structure as the formal system that establishes how information flows, decisions are made, and work is coordinated. It represents the pattern of relationships and divisions of labor that determines how tasks are divided and coordinated (Gutterman, 2023). According to Albert (2023) organisational structure is the framework that governs how power and authority are distributed and exercised in an organisation. It comprises the arrangement of components, such as

departments and teams, that make up the organisation (Joseph & Sengul, 2025).

2.5 | Management Style

Management style is the managerial framework that shapes a manager's approach to employee development, training, and career advancement (Amofa et al., 2016). Management style is the blend of autocratic, democratic, laissez-faire, or situational leadership strategies that a manager adopts (Igbal et al., 2021). Management style is the set of behaviors and practices that a manager uses to create a positive and productive work culture (Budur & Demir, 2019). Management style is the approach a manager takes to aligning the team with the organisation's mission, vision, and values (Cakir & Adiguzel, 2020). Management style is the leadership philosophy that guides how a manager motivates, recognizes, and rewards employees (Haryonto et al., 2022). Management style is the managerial approach that defines how a manager responds to challenges, setbacks, and opportunities (Van-Wart, 2013). Management style is the systematic manner in which a manager exercises authority, makes decisions, and communicates with their team (Torlak et al., 2019).

2.6 | Strategic Vigilance, Ambidexterity, Performance, Organizational Structure and Management Style

Kassotaki (2022) study revealed that strategic vigilance, ambidexterity, organisational performance, organisational structure had a positive effect on management style, Van-lieshout et al. (2021) study found out that strategic vigilance, ambidexterity, organisational performance, organisational structure had a significant impact on management style, also, Al-khawaldah et al. (2022) study indicated that strategic vigilance, ambidexterity, organisational performance, organisational structure had a significant influence on management style, Corroboratively, Dawood (2022) study showed that strategic vigilance, ambidexterity, organisational performance, organisational structure had a positive influence on management style, Nel et al. (2020) study indicated that strategic vigilance, ambidexterity, organisational performance, organisational structure had a significant effect on management style, Furthermore, the study of Huang et al. (2021) study discovered that strategic vigilance, ambidexterity, organisational performance, organisational structure had a positive impact on management style. Alhawamdeh (2021) study revealed that strategic vigilance, ambidexterity, organisational performance, organisational structure had a significant impact on management style, Van-de-Wetering and Versendaal (2021) study found out that strategic vigilance, ambidexterity, organisational performance, organisational structure had a positive effect on management style, Ferreira et al. (2021) study indicated that strategic vigilance, ambidexterity, organisational performance, organisational structure had a significant influence on management style, Ouma et al. (2022) study discovered that strategic vigilance, ambidexterity, organisational performance, organisational structure had a significant effect on management style, Wathe et al. (2020) study discovered that strategic vigilance, ambidexterity, organisational performance, organisational structure had a positive effect on technology capability and management style, and also, the study of Shakatreh et al. (2021) showed that strategic vigilance, ambidexterity, organisational performance, organisational structure had a significant impact on management style.

2.7 | Theoretical Review

This study is anchored on Resource-Based Theory (RBT) and Ambidexterity Theory (AMBT). The Resource-Based Theory (RBT), propounded by Wernerfelt in 1984, posits that an organization's competitive advantage stems from its unique internal resources rather than its external positioning. The theory assumes that resources are heterogeneous, valuable, rare, inimitable, and non-substitutable (VRIN), enabling firms to achieve sustained competitive advantage. Supporters like Barney (1991) and Garcia et al. (2013) emphasize the importance of leveraging scarce and strategic resources to outperform competitors. Critics, however, argue that the theory is tautological, lacks a clear causal framework, and struggles to define sustainability empirically (Priem & Butler, 2001; Muhammad et al., 2020). Despite these criticisms, RBT remains relevant, particularly in understanding how firms like FMCG manufacturers use unique resources and capabilities to drive performance and innovation. Ambidexterity Theory, introduced by Duncan in 1976 and refined by March (1991) and O'Reilly and Tushman (1996), focuses on balancing exploration (innovation) and exploitation (efficiency) within organizations. The theory assumes that firms must manage the inherent tension between these dual activities to achieve long-term success, often through structural separation or strategic leadership. Supporters like Ferreira et al. (2021) and Ramdan et al. (2021) highlight its applicability in dynamic environments, while critics such as Muhammad et al. (2020) argue that it oversimplifies the challenges of resource allocation and adaptation. Despite its limitations, Ambidexterity Theory is highly

In step one, Strategic Vigilance and Ambidexterity were regressed on organisational performance of fast-moving consumer goods manufacturing companies in Lagos State, Nigeria. The findings in Table 2(a) show the result of hierarchical regression analysis for Model 1 when only Strategic Vigilance and Ambidexterity were regressed on organisational performance, the model showed ($R = 0.702$, $R^2 = 0.493$, $\text{Adj } R^2 = 0.492$, $p = 0.000 < 0.05$, $R^2 \Delta = 0.493$). These indicate that Strategic Vigilance and Ambidexterity account for 49.3% of the variability in organisational performance. The F Change and F Statistics from Tables 2a and 2b demonstrate the incremental and overall significance of each model in the hierarchical regression. In Model 1, the inclusion of Strategic Vigilance and Ambidexterity significantly predicted Organizational Performance (F Change = 470.583, $p < .001$; $F = 470.583$, $p < .001$). Model 2 showed a significant improvement with the addition of Organizational Structure (F Change = 138.855, $p < .001$; $F = 371.875$, $p < .001$), while Model 3 demonstrated further enhancement by including Management Style (F Change = 48.033, $p < .001$; $F = 288.119$, $p < .001$). Model 4 introduced the interaction term (Strategic Vigilance and Ambidexterity \times Organizational Structure \times Management Style), yielding a marginal yet statistically significant improvement (F Change = 3.862, $p = .050$; $F = 218.340$, $p < .001$). These results confirm that each successive addition to the model significantly contributes to explaining Organizational Performance.

Table 2b also shows beta coefficient, $\beta = 0.778$, $p < 0.05$ when Strategic Vigilance and Ambidexterity is in the model. These results indicate that for every unit increase in Strategic Vigilance and Ambidexterity, on organisational performance of fast-moving consumer goods manufacturing companies in Lagos State, Nigeria increased by 0.778. The overall model was also significant ($F_{(1,483)} = 470.583$, $p < 0.05$) as evident from Table 2(b). The introduction of the moderator (organisational structure) in Model 2 significantly improves the effect of Strategic Vigilance and Ambidexterity ($R = 0.779$, $R^2 = 0.607$, $\text{Adjusted } R^2 = 0.605$, $p = 0.000 < 0.05$, $R^2 \Delta = 0.113$). This means that Strategic Vigilance and Ambidexterity and organisational structure explained about 60.7% of the variation in organisational performance as against 49.3% changes that occurs when only Strategic Vigilance and Ambidexterity was regressed against organisational performance. The F value is statistically significant ($F_{(2,482)} = 371.875$, $p < 0.05$) that the influence of the independent variable and the moderator (organisational structure) were significant in the model as seen from Table 2c. In addition, Table 2(b) shows the beta coefficients of Strategic Vigilance and Ambidexterity ($\beta = 0.392$, $p < 0.05$) and organisational structure ($\beta = 0.350$, $p < 0.05$); that is for every unit increase Strategic Vigilance and Ambidexterity and organisational structure, organisational performance increases by 0.392 and increases by 0.350 respectively.

Furthermore, the introduction of a second moderator (management style) in Model 3 significantly improves the effect of Strategic Vigilance and Ambidexterity ($R = 0.802$, $R^2 = 0.642$, $\text{Adjusted } R^2 = 0.640$, $p = 0.000 < 0.05$, $R^2 \Delta = 0.036$). This means that Strategic Vigilance and Ambidexterity and management style explained about 64.2% of the variation in organisational performance as against 35.8% changes that occurs when only Strategic Vigilance and Ambidexterity was regressed against organisational performance. The F value is statistically significant ($F_{(3,481)} = 288.119$, $p < 0.05$) that the influence of the independent variable and the moderator (management style) were significant in the model as seen from Table 2c. In addition, Table 4.8.10(d) shows the beta coefficients of Strategic Vigilance and Ambidexterity ($\beta = 0.316$, $p < 0.05$), organisational structure ($\beta = 0.240$, $p < 0.05$) and management style ($\beta = 0.214$, $p < 0.05$); that is for every unit increase Strategic Vigilance and Ambidexterity, organisational structure and management style, organisational performance increases by 0.316, 0.240 and 0.214 respectively.

Model 4 of the hierarchical regression analysis showed how the moderating effect of organisational structure and management style affect the relationship between Strategic Vigilance and Ambidexterity and organisational performance. The results in Table 2b (Model 4) provides values of co-efficient of multiple correlation, $r = 0.803$ and a co-efficient of determination, $R^2 = 0.645$ when Strategic Vigilance and Ambidexterity and organisational performance was moderated by organisational structure and management style, this shows increase in the r value of 0.802 and an R^2 of 0.645 when the interacting term had not been introduced into the model. However, the co-efficient of multiple correlations (0.803) reveals that a very strong relationship exists between the independent variable, the moderating variables and the dependent variable, and the co-efficient of determination indicates that about 64.5% variance in organisational performance is jointly explained by the Strategic Vigilance and Ambidexterity, organisational structure and management style, while other factors not studied in this research work contributes the remaining 35.5%.

Model 4 results under change statistics reveal that the R^2 change was 0.003 showing and increase ($R^2 \Delta = 0.003$) when the interaction term (Strategic Vigilance and Ambidexterity*Organisational Structure*Management Style) was added. The change was statistically

significant at $p = 0.050$ (p -value = 0.05). The results show statistically significant relationship between Strategic Vigilance and Ambidexterity, organisational performance, and the interaction term ($F_{(4,480)} = 218.340$, $p < 0.05$). Table 2(b) reveals the F statistics changed from 288.119 to 218.340 ($F\Delta = 69.779$) showing a decrease when interaction term was added. The F ratio shows that the regression of strategic vigilance and ambidexterity, organisational structure management style, and organisational performance of the fast-moving consumer goods manufacturing companies is statistically significant.

The results in Model 1 Table 2(d) (for step one) show statistically significant regression coefficients for strategic vigilance and ambidexterity ($\beta = 0.778$, $p < 0.05$) indicating that there is a linear dependence on between strategic vigilance and ambidexterity and organisational performance. In Model 2, strategic vigilance and ambidexterity and organisational structure was statistically significant [strategic vigilance and ambidexterity ($\beta = 0.392$, $p < 0.05$) and organisational structure ($\beta = 0.350$, $p < 0.05$)]. In Model 3, strategic vigilance and ambidexterity and management style was statistically significant [strategic vigilance and ambidexterity ($\beta = 0.478$, $p < 0.05$), and organisational structure ($\beta = 0.240$, $p < 0.05$) and management style ($\beta = 0.214$, $p < 0.05$)]. In Model 4, strategic vigilance and ambidexterity, organisational structure and management style and the interaction effect was statistically significant [strategic vigilance and ambidexterity ($\beta = 0.419$, $p < 0.05$); organisational structure ($\beta = 0.324$, $p < 0.05$) management style ($\beta = 0.346$, $p < 0.05$)].

The interaction term beta coefficient, β was 0.000 meaning that for every unit change in interaction term, organisational performance remained constant at 0.000. Further, the interaction term showed a positive effect ($\beta = 0.000$, $p > 0.05$) and it was statistically significant. The results suggest that organisational structure and management style has a statistically significant moderating effect on the relationship between strategic vigilance, ambidexterity and organisational performance of the fast-moving consumer goods manufacturing companies in Lagos State, Nigeria. The confirmed regression equation from the results is stated as follows:

$OP = 0.607 + 0.419SV\&A + 0.324OS + 0.346MS + 0.000(SV\&A*OS*MS)$ -----Eqn
Where:

OP = Organisational Performance

SV&A = Strategic Vigilance and Ambidexterity

OS = Organisational Structure

MS = Management Style

SV&A*OS*MS= The interaction of strategic vigilance & ambidexterity, organisational structure and management style

The results indicate that the effect of strategic vigilance and ambidexterity on organizational performance was statistically significant, moderated by organizational structure and management style. Based on these findings, the null hypothesis (H_0), which states that strategic vigilance dimensions, ambidexterity dimensions, and organizational performance are not significantly moderated by organizational structure and management style, was rejected.

5 | DISCUSSION

The hierarchical regression analysis reveals that the combined moderating effect of organizational structure and management style significantly influences the relationship between strategic vigilance, ambidexterity, and organizational performance in fast-moving consumer goods (FMCG) manufacturing companies in Lagos State, Nigeria. The model demonstrates strong explanatory power, with 64.5% of the variance in organizational performance explained by these variables. The findings align with prior research, such as Kassotaki (2022) and Van-lieshout et al. (2021), confirming that organizational structure and management style enhance the effectiveness of strategic capabilities. Specifically, organizational structure provides the necessary framework for implementing strategic vigilance and ambidextrous practices, while management style positively moderates their impact on performance. Centralization processes, matrix structures, and democratic or laissez-faire management styles were rated highly, underscoring their importance in facilitating strategic initiatives. These results contradict some earlier studies, such as Ferreira et al. (2021) and Ouma et al. (2022), suggesting that contextual differences and methodological approaches may influence the observed moderating effects.

The findings provide robust theoretical support for the Resource-Based Theory and Ambidexterity Theory. The Resource-Based Theory is reinforced by the significant role of organizational structure and management style as internal resources that enhance strategic vigilance and ambidexterity, leading to competitive advantage. Similarly, the Ambidexterity Theory is validated, as the study highlights the importance of balancing exploration and exploitation through appropriate organizational structures and management approaches. These results emphasize the need for FMCG companies to align their internal structures and management styles with strategic vigilance and ambidextrous practices to optimize performance. Overall, the findings from this study provide compelling evidence that organizational structure and

management style significantly moderate the relationship between strategic vigilance, ambidexterity, and organizational performance of fast-moving consumer goods manufacturing companies in Lagos State, Nigeria. These findings highlight the importance of aligning organizational structures and management approaches with strategic vigilance and ambidextrous practices to achieve optimal performance outcomes.

6 | CONCLUSION AND RECOMMENDATIONS

This study examined the effect of strategic vigilance and ambidexterity on organizational performance, with a focus on the moderating roles of organizational structure and management style in selected fast-moving consumer goods (FMCG) companies in Lagos State, Nigeria. The findings revealed that the effect of strategic vigilance and ambidexterity on organizational performance was statistically significant, with organizational structure and management style playing crucial moderating roles. The results align with the Resource-Based Theory (RBT) and Ambidexterity Theory (AMBT), which served as the foundational frameworks for this research. These theories emphasize the importance of leveraging internal resources and balancing exploration-exploitation activities to achieve competitive advantage and sustained performance. The study underscores that strategic vigilance and ambidexterity significantly enhance organizational performance, particularly when supported by appropriate organizational structures and management practices.

The study recommends that FMCG companies should prioritize aligning their organizational structures and management styles to effectively harness the benefits of strategic vigilance and ambidexterity. By doing so, these companies can optimize their internal resources and capabilities, fostering improved performance and competitive advantage in dynamic markets. It is recommended that FMCG firms adopt flexible structures and adaptive management approaches to facilitate the integration of strategic vigilance and ambidextrous practices, ensuring long-term sustainability and growth. This research contributes to the broader understanding of how strategic capabilities, when supported by organizational and managerial factors, drive performance in the FMCG sector. Thus, similar studies be conducted in other sectors, such as the financial or technology industries, to explore whether the observed relationships hold across different business environments. Additionally, further studies could examine the mediating role of organizational culture in the link between strategic vigilance, ambidexterity, and performance to provide deeper insights into the internal dynamics influencing these relationships.

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