

NESTLÉ

DISCUSSION QUESTIONS

1. What are the primary reasons for Nestlé's financial difficulties, such as declining sales? To what extent does Nestlé have control over these factors?
2. Is Nestlé too diversified? Which units would you divest, if any?
3. Should the company engage in more acquisitions? If so, in which business segments?
4. What are Nestlé's most valuable resources? Can the company make use of any of them to build a more successful strategy? What would the strategy look like?
5. Do you believe that Nestlé is genuinely interested in creating shared value or is it simply public relations? What are the advantages of pursuing such an objective? Are there any disadvantages?
6. Do you expect that top management really understands each of the businesses in which Nestlé is involved? If not, then what can top managers contribute to turning around the company? In other words, if you were the CEO, what would you do?
7. Is it fair that Nestlé is held to such high standards with regard to its responsibility to society? Why or why not? How can Nestlé improve and maintain its public image?
8. How else can Nestlé gain market share and continue to grow in the chocolate and confectionary market?
9. How can Nestlé adapt to the growing consumer trend toward healthy snacks?
10. If you had extra money to invest right now, would you consider investing in Nestlé? Explain your answer in terms of the strengths, weaknesses, opportunities and threats facing the company.