

UNIVERSITY  
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LUSAKA

School of Postgraduate Studies

**ANALYSIS OF GROWTH STRATEGIES ON THE SUCCESS OF FAST  
MOVING CONSUMER GOODS INDUSTRIES IN ZAMBIA: A CASE STUDY  
OF TRADE KINGS.**

A dissertation submitted to the school of postgraduate studies, University of  
Lusaka in partial fulfillment of the award of the master of science project  
management.

BY  
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## DECLARATION

I Ndekeela Mwamba, hereby submit my research proposal titled “Analysis of Growth Strategies on the Success of Fast-Moving Consumer Goods Industries in Zambia: A Case Study of Trade Kings” for consideration as part of my Master of Science Project Management at the University of Lusaka.

I declare that all the information provided in this research proposal is true, accurate, and supported by the best of my knowledge and abilities.

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## **DEDICATION**

To the personal growth I experienced along this path, learning not only about my subject matter but also about resilience, discipline, and the power of determination. I dedicate this thesis to the lessons I learned about time management, self-motivation, and the importance of embracing challenges.

Lastly, I dedicate this proposal to the pursuit of knowledge, understanding, and the advancement of society. It is my hope that this research will contribute to the existing body of knowledge and pave the way for future investigations and innovations in this field.

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## ABSTRACT

The Fast-Moving Consumer Goods (FMCG) sector is characterized by intense competition and evolving consumer preferences. To thrive in this dynamic landscape, effective growth strategies are essential. This case study analyzed the growth strategies employed by Trade Kings, a leading player in the FMCG sector. Trade Kings' success and market presence make it a significant entity in the FMCG sector. This study aimed to uncover the strategies that have propelled Trade Kings to prominence, offering insights into effective growth approaches within the industry. Employing an exploratory sequential mixed-method approach, data was gathered from Trade Kings' stakeholders through structured questionnaires and interviews, supplemented by secondary sources. Analysis revealed Trade Kings' strategic pursuit of market penetration, product development, market expansion, and diversification, resulting in increased brand recognition, market share, and revenue. Quantitative analysis underscores the importance of product innovation in driving success. Trade Kings serves as a model for FMCG companies, highlighting the efficacy of growth strategies like market penetration and product innovation. The findings contribute to the understanding of growth strategies in consumer goods markets, offering evidence-based insights and actionable guidance for decision-making. Recommendations include maintaining focus on these strategies, fostering collaboration, investing in brand development, and cultivating a positive business environment.

**Keywords:** Fast-Moving Consumer Goods (FMCG), Trade Kings, Market penetration, Product development, Market expansion, Diversification, Exploratory sequential mixed-method approach, Brand recognition, Revenue growth, Market share.

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## List of Acronyms

BCG Boston Consulting Group

CPG Consumer Packaged Goods

FMCG Fast Moving Consumer Goods

R&D Research and Development

GDP Gross Domestic Product

# **CHAPTER ONE**

## **INTRODUCTION AND BACKGROUND**

### **1.1 Introduction**

The background, statement of the problem, research objectives and questions, significance, and Scope of the study together with key concepts are all presented in this chapter.

The FMCG industry's growth strategies have significant implications for businesses, project management practices, and national economies. This exploration emphasizes the importance of expansion and innovation strategies, including market diversification and product innovation. Strategic mergers and acquisitions reshape the industry landscape, necessitating meticulous planning and legal compliance for successful integration. Overall, these strategies contribute to economic growth and competitiveness at both the company and national levels.

### **1.2 Background**

Fast-Moving Consumer Goods (FMCG) sectors are essential components of global economies, supplying everyday products such as food, beverages, personal care items, and household goods. To understand success within the FMCG industry, it is crucial to analyze growth strategies at various levels: continental, national, and local (Joshi & Nema, 2009, Rick Suttle, 2019).

Continental markets, with their vast populations and changing consumer preferences, offer significant growth potential for FMCG businesses. FMCG companies operating globally must adapt their strategies to regional variations in consumer preferences and market dynamics. Understanding consumer preferences across continents, such as flavor and packaging preferences, impacts product development and marketing strategies (Daramola et al, 2014).

Each country's FMCG sector has unique dynamics influenced by consumer behavior, economic conditions, and regulatory frameworks. FMCG sectors make substantial contributions to a country's GDP, employment, and tax revenue, making the evaluation of growth strategies at the national level crucial (Wasambi, 2008).

FMCG growth strategies in Zambia are influenced by local characteristics, including consumer preferences driven by culture and geography. The economic situation in Zambia, including income levels, inflation rates, and credit availability, affects pricing

and market dynamics. The legal framework in Zambia, governing product quality, labeling, and advertising, plays a significant role in market entry and success. Market competition, both domestic and foreign, impacts market positioning and strategic choices in Zambia (Nsabika, 2020).

FMCG sectors significantly contribute to Zambia's GDP, providing employment and economic stability. They influence consumers' daily lives, spending habits, and overall well-being.

According to Habwalu (2021) government policies and the regulatory environment in Zambia directly affect FMCG companies' operations. Therefore, compliance with legal frameworks is essential for business success and consumer safety. FMCG industries are subject to various legal frameworks designed to protect consumers, promote fair competition, and ensure product quality. These regulations include laws protecting consumers, product safety regulations, food and beverage regulations, and more.

Trade Kings, as a major player in the FMCG industry, contributes significantly to Zambia's economy by generating tax revenue, providing employment, and supporting economic growth. Understanding Trade Kings' growth strategies is essential for ensuring its long-term sustainability and assessing its economic impact (Habwalu, 2021).

In Lusaka, Zambia's capital, Trade Kings opened its first production facility in 1999. Boom was the brand name used by the company when it first started making detergents, soaps, and other cleaning supplies. Ten years after Trade Kings Zambia originally opened, and still showing excellent organic growth, a subsidiary called Trade Kings South Africa was established and started importing confectionary items into the South African market in 2005 (Nsabika, 2020).

One of Trade Kings Limited's growth goals is to considerably diversify, and this now encompasses a range of products and sectors, ranging from mining and steel manufacturing to sweets, snacks, cereals, seasoning, biscuits, and drinks. (Topola, n.d.)

In conclusion, analyzing growth strategies in the FMCG industry at different strategy levels is essential for understanding the dynamics of success, economic contributions, consumer welfare, and the impact of legal frameworks. Trade Kings, as a significant

FMCG player in Zambia, plays a crucial role in the nation's economy and consumer well-being.

### 1.1.1 Operational Definitions

**Fast Moving Consumer Goods:** Fast-moving consumer goods (FMCG) are defined as products that are readily available and inexpensive. Consumers purchase these products frequently, and there is a high rate of turnover.

**Growth Strategies:** A growth strategy is a business's plan for getting over current and future challenges in order to realize its expansion goals. Some examples of growth plan goals include boosting the company's products and services, expanding market share and revenue, and purchasing assets (Suttle, 2019).

**Market Penetration:** Market penetration is the proportion of a product or service's projected total market that is sold to customers. It is a metric that may be used to determine the size of a potential market or to create a strategy for increasing the market share of a certain commodity or service. It may also refer to the strategy used by a company or organization to expand their current market share or further saturate it (Suttle, 2019).

**Market Development:** Businesses and organizations use market development plans as a growth strategy to reach target customers they have not yet acquired or are not presently servicing with their products (Suttle, 2019).

**Product Development:** is the term used to describe the complete process of bringing a product to market. It also comprises upgrading a current product and introducing an outdated product to a new market. This involves identifying the market's needs, developing the product's vision and plan, launching the product, and obtaining user feedback (Suttle, 2019).

**Diversification:** When a company wants to grow, it employs a diversification strategy. It is common practice to introduce a new product into your supply chain in order to increase sales. These products can fall into a brand-new market segment that your company already targets. The term "business-level diversification" refers to this approach (Suttle, 2019).

## 1.2 Statement of the problem

Trade Kings, a leading force in the FMCG sector since 1995, has established itself as a market leader in Zambia with a diverse product line. Despite its remarkable success, there's a significant research gap, lacking in-depth insights into Trade Kings' strategies for entering new markets or regions. This absence limits a comprehensive understanding of their success factors in the FMCG domain (Hambwalu, 2021).

The dearth of documented information regarding Trade Kings' market-entry strategies creates a substantial gap in comprehending their fundamental success drivers. While Trade Kings excels in market expansion, the lack of detailed insights into their strategic approaches hinders a deeper understanding of their achievements. This gap impedes valuable lessons for other FMCG entities aiming for effective market navigation.

This research aimed to fill the void in existing literature by focusing on Trade Kings' growth strategies in diverse FMCG markets. Its primary objective involved an in-depth analysis of Trade Kings' specific tactics and methodologies leading to the success of their FMCGs. The study sought to offer comprehensive insights into the factors contributing to Trade Kings' success, serving academia as a valuable case study and guiding industry practitioners in implementing successful growth strategies. Ultimately, the research contributes by shedding light on successful practices and challenges in the FMCG landscape.

### 1.3 Research Objectives

#### Main Objective

- i. To assess growth strategies on the success of Fast-Moving Consumer Goods at Trade Kings Zambia

#### Specific Objectives

- i. To analyze the growth strategies for Fast-Moving Consumer Goods at Trade Kings
- ii. To assess the effect of growth strategies on success of Fast-Moving Consumer Goods (FMCG) at Trade Kings
- iii. To examine the Boston Consulting Group (BCG) matrix and the Ansoff matrix applications at Trade Kings
- iv. To recommend the growth strategies that can be employed in the FMCG sector.

### 1.4 Research Questions

- i. What growth strategies can be implemented in Fast-Moving Consumer Goods at Trade Kings?
- ii. Do the growth strategies have any effect on the success of Fast-Moving Consumer Goods at Trade Kings?
- iii. What are the applications of the Boston Consulting Group (BCG) matrix and the Ansoff matrix at Trade Kings?
- iv. What growth strategies can be employed in the FMCG sector?

### 1.5 Scope of the Study

The study on the analysis of growth strategies in the FMCG sector at Trade Kings encompasses a comprehensive scope that covers various aspects of the company's operations and strategies.

Key decision-makers within Trade Kings who can provide insights into the company's growth strategies and objectives, as well as management employees across various departments who can offer perspectives on how growth strategies are implemented within the organization were involved in the study.

Data collection involved a combination of interviews, and document analysis at the company's headquarters to gather information on corporate-level strategies and

comprehensive information on Trade Kings' growth strategies success and their effect within the FMCG sector.

### 1.6 Significance of the Study

The study's significance extends to policy development, financial decisions, consumer empowerment, and increased academic understanding. It sheds light on the FMCG sector's efficient growth strategies and their broader societal and commercial ramifications. For policy makers, it provides insights into FMCG industry dynamics and corporate strategies, and it offers guidance on fostering economic growth and export potential through understanding successful growth strategies.

For project sponsors, it aids in assessing the effectiveness of FMCG growth strategies, guiding strategic investments and portfolio diversification.

In addition, for the academic world, it contributes a real-world FMCG growth strategy case study for academic research and analysis, as well as serve as educational material for teaching growth strategies, market penetration, diversification, and sustainability in the FMCG sector.

Essentially, this study adds to the body of knowledge already in existence by offering actual data and real-world examples that expand on the comprehension of the application, significance, and efficacy of growth strategies in the FMCG industry, particularly in emerging markets.

### 1.7 Limitation of the Study

**Data Availability and Reliability:** One of the major constraints was the availability and dependability of the data. Like many businesses, Trade Kings carefully maintains its proprietary information. Their growth strategy, financial performance, and market positioning were all subject to restricted access to comprehensive and current data. An incomplete or biased analysis may have resulted from this restriction.

**External variables:** A variety of external variables influences the FMCG business, including economic conditions, regulatory changes, and market trends. It was difficult to separate the effect of Trade Kings' expansion strategy from these external forces. This constraint might have influenced the accuracy of attributing success only to the tactics examined.



**Sample Bias:** The study used a specific sample of data that might not be entirely representative of Trade Kings' operations or the broader FMCG sector. The results' ability to be generalized might be limited by this and conclusions that are biased.

## **1.8 Organization of Report**

This is broken into six chapters, each with the following contents:

### **Chapter 1**

The background of the study is provided in the first chapter, which presents the research topic. It defines operational terms including growth strategies, market penetration, diversification, product development, 'fast moving consumer goods', and market development. It explains the goals of the study and lays out the research difficulties. Also, it describes the importance and range of the investigation.

### **Chapter 2**

The literature review is in the second chapter. The literature review is divided into two sections. The conceptual foundation for the study is presented in the first section, and the empirical review is presented in the second section. The empirical review highlights related studies that have been conducted by other researchers and demonstrates the gaps in the field's body of knowledge.

### **Chapter 3**

The research approach is covered in the third chapter. It outlines the research strategy, methodologies, and procedures that will be used for data collecting, processing, and sampling. It also describes the different kinds of data that will be used in the research. It specifies the study's restrictions as well as the ethical standards that must be upheld during the research process.

### **Chapter 4**

Data findings and presentation are in this chapter

This chapter contains a thorough examination of the obtained data both qualitative and quantitative, including descriptive statistics, graphical representations, and a thematic analysis of the data findings. The findings are explained in relation to the study objectives, or questions.

## **Chapter 5**

This chapter provides an opportunity to explore the meaning and significance of the collected data, drawing connections between the empirical findings and the research's central questions or objectives.

The discussion of findings chapter holds significant importance for Trade Kings Zambia and the broader FMCG industry in Zambia. By analyzing and interpreting the data, this chapter provides valuable insights into the success strategies employed by Trade Kings Zambia, offering a deeper understanding of the factors driving their growth and competitive positioning.

## **Chapter 6**

This chapter provides an overview of the research's principal results and their relevance to the study's aims. It synthesizes the important findings from the data analysis and subsequent discussion, resulting in a clear and thorough knowledge of what the research has revealed.

It acts as a guidepost for decision-makers, practitioners, and academics, highlighting the relevance and usefulness of the study's findings.

These recommendations are targeted at resolving real-world difficulties or improving practices, policies, or tactics relating to the study topic.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews existing research on FMCGs and their growth methods, highlighting gaps in current literature and proposing areas for further study. It establishes theoretical and conceptual frameworks for the research's variables. Specifically, it examines empirical research on product strategies in industrial FMCG corporations, aiming to synthesize key findings and theoretical insights. Previous studies underscore the importance of selecting appropriate products for target markets and emphasize the significance of ongoing product innovation for long-term profitability. However, there is limited research on the growth strategies employed by Trade Kings within the local context, warranting further investigation. (Tolopa, (nd) & Nsabika, 2020).

#### **2.2 Empirical Review**

The FMCG sector stands out for its strong worldwide presence, tough rivalry amongst organized enterprises, renowned distribution network, and cheap operational expenses.

A significant amount of consumer spending around the globe is on fast-moving consumer goods. Given that consumers require these items regularly and that their need for FMCG products is always increasing, the FMCG business is the most competitive and rapidly rising sector. Businesses must thus sell their goods to differentiate them from those offered by their competitors. Among them include foods, dairy products, medications, electronics for consumer-packaged goods, home furnishings, drinks, and other FMCG items. (Miguel, 2008)

According to Rwamba et al., (2022), the FMCG market in Africa has an abundance of space to expand. Specifically, in Sub-Saharan Africa (SSA), the levels of poverty are still quite high, with food and other necessities taking up a large portion of consumer expenditures.

In terms of market dominance, Africa is in the lead: in 2016, FMCG items accounted for 2/3 of the USD 1.4 trillion in retail expenditure in Africa. It is expected that this would increase till 2030. Because informal consumer goods sectors predominate in Africa, it

is difficult to measure the FMCG sector's explosive expansion using traditional approaches (Rwamba et al., 2022)

### **1. Global Insights:**

FMCG Sector Overview: The global FMCG sector witnesses tough competition, robust distribution networks, and increasing consumer spending, necessitating innovation and strategic growth approaches (Miguel, 2008).

#### **Strategic Growth Strategies:**

Globally speaking, FMCG companies frequently employ the following growth strategies:

Product innovation: FMCG businesses make significant investments in this area to stay abreast of shifting consumer tastes and set themselves apart from rivals. Successful innovators frequently obtain a competitive advantage and expand their market share (Miguel, 2008).

Expansion into new markets: To boost their clientele and revenue streams, many FMCG companies expand into new areas. This can be done by creating additional manufacturing and distribution facilities, entering into joint ventures, or merging and acquiring other businesses (Miguel, 2008).

Malhotra (2014) stated that, "FMCG firms strive to optimize their supply chains to lower costs and increase efficiency. FMCG firms substantially engage in marketing and branding to increase consumer awareness of and adherence to their products. Among other techniques, this can involve advertising campaigns, social media marketing, and influencer marketing."

New product introductions, innovation, and product expansion are a few of the main factors that push an FMCG firm to enhance profitability to a greater level. The desire of Indian consumers to purchase things is increasing due to their preference for purchasing items from foreign brands and their ongoing focus on the products made by multinational firms (Malhotra, 2014).

The increasing demand for already-available FMCG items is prompting more FMCG companies to diversify their product offerings and brand portfolios, which is boosting the Indian FMCG industry. To enhance their market share and maintain long-term

growth, the majority of FMCG firms are also adopting brand extension initiatives. (Malhotra, 2014).

According to Baghmar (2018), a sizeable section of India's GDP is made up by the FMCG sector. Products in this business are frequently used and yield a significant return. For comprehensive marketing, packaging, and distribution, FMCG firms must invest a sizable sum of money.

Johnson & Johnson, the Coca-Cola Company, and Unilever are the three biggest FMCG companies in the world. Some of the most important product categories in the FMCG business, which comprises a wide range of commodities, are food, drinks, personal care products, and home care products. Due to the fact that FMCG items are occasionally virtually identical across groupings, there may be intense price competition across outlets. Businesses use marketing and other techniques to cultivate customer loyalty, which enables them to raise prices in an effort to boost profitability (Baghmar, 2018).

## **2. Growth Strategies in FMCG Sector:**

### **Market penetration:**

According to Baker (2010), another major FMCG producer is a popular global brand called Dove. Dove uses aggressive growth techniques such market penetration, product development, market development, and diversification to meet its growth objectives.

Baker (2010) also indicated that, market penetration is a tactic used by Dove, and in order to improve sales among its present customers, Dove must cut its cost while implementing a variety of marketing and promotional strategies. The firm frequently runs promotional campaigns, provides a range of price reductions and deals, and displays the product in fresh, eye-catching packages in order to achieve its sales growth target while existing in the same market.

Throughout the early phases of expansion, the Dove's success in its home market depended on its market penetration strategy. Then, utilizing national prominence as a springboard, foreign markets were sought after. High brand recognition was then used to introduce new items to both established and developing consumer markets due to high market penetration (Vrontis, & Sharp, 2003).

Rahman (2016) indicates that market penetration is still the main intensive growth strategy for Dove even if the company is already present in many consumer markets with room for expansion. Dove is one of the biggest global industry participants.

Unilever Zambia employed market penetration tactics by enlarging distribution networks and conducting extensive marketing campaigns (Hambwalu, 2021).

### **Market Expansion:**

The strategic objective of putting this ambitious growth strategy into action is to increase expenditure on R&D for the creation of new products.

Dove employs market expansion as a growth strategy to increase market share and product development. Due to the company's significant usage of this strategy, it is currently present in more countries than its rivals. Dove's successful entry into new markets for consumers has helped it establish itself as a household name. The taste, reputation, and affordable costs are the major forces for the presence on a worldwide scale. In addition to these factors, Dove has profited from effective promotional and celebrity-endorsed advertising campaigns that have helped the business win new customers and rule marketplaces throughout the world (Vrontis, & Sharp, 2003)

By continuously investing in research and development, particularly in emerging countries where its footprint is now weak, the firm steadily expands its supply chain to cover every corner of the world.

### **Product Development and Market Reach:**

Product development is the second intense growth strategy in the Ansoff growth matrix. To achieve its expansion objectives, Dove employs it as a fallback. This strategy comprises developing entirely new items or revamping current product lines to appeal to the intended market. Growth-oriented businesses like Dove utilized this tactic when the market and product line's prospects for expansion were constrained. Dove has had to launch new products in certain market sectors as a result of increased rivalry over the past several years. Targeting current customers for new products requires a great deal of fewer resources, time, and effort since the company can take advantage of the loyal customer base and established brand familiarity (Rahman, 2016).

Dove's product line has grown too broad since it first launched due to a huge expansion since then. It helps the company to spread its risks by compensating up for deficits from a particular line of products with revenues from another. Currently, the corporation offers more product brands than its competitors on a global level. Product development is a key tactic for boosting customer attractiveness (Rahman, 2016; Baker, 2010).

Trade Kings expanded its product range and market reach to Malawi, Zimbabwe, and Botswana (Hambwalu, 2021). Zambeef Products Plc focused on market expansion and product development, introducing new value-added goods (Nsabika, 2020).

FMCG companies invest significantly in R&D to develop fresh and better products that meet evolving consumer demands (Tolopa, n.d.). Rapid advancements in technology necessitate FMCG companies to innovate in areas such as product development, packaging, and distribution to stay competitive (KPMG, 2016).

### **Diversification**

Dove enters the global beverage sector as part of its diversification strategy by leveraging its well-known brand and recent product introductions (Rahman, 2016)

The corresponding diversification strategy is put into action by purchasing successful firms after analyzing market trends and changing customer expectations. In order to counteract the loss from declining sales, for instance, the company looked for business partners with a positive brand reputation and invested in green business practices in response to the growing criticism from environmental protection groups (Vrontis, & Sharp, 2003; Rahman, 2016; Baker, 2010).

According to Hussain (2013), Coca-Cola's transformation from a small company into a potent global brand was made possible by the Ansoff Matrix growth techniques. Market penetration, or selling more of the company's present products in existing markets, was the primary emphasis of its original expansion plan.

Coca-Cola then proceeded to diversify its product range by releasing new items like Diet Coke and Coca-Cola Zero, which enabled it to increase its market share and broaden its customer base.

The company's growth into a genuinely worldwide brand was supported, finally yet importantly, by Coca-Cola's expansion into new nations like China and India. (Baker, 2010; Hussain et al, 2013)

### **3. Case Studies**

**India:** According to Agarwal & Kumar (2014), with an estimated value of Rs. 1,300 billion, the FMCG industry in India is the fourth largest in terms of economic output. Over the past ten years, the sector has grown by around 11% annually on average.

One of the top Fast Moving Consumer Goods (FMCG) firms in India is Godrej Consumer Products Ltd. The business is the industry leader in products for personal, hair, housekeeping, and fabric care.

Agarwal & Kumar (2014), further indicated that the company's success was considerably aided by Godrej's expansion of its distribution network, new product releases, geographical expansion, and product innovation. The business as a whole benefited from the launch of novel products like cream-based hair coloring and the development into undeveloped sectors like face cleansers and moisturizers. India also spent money on Pureit, Pepsodent, and other companies' product expansions.

Marico established a new market when Saffola oats were introduced in a variety of flavors. New skincare and hair care products have also been released. Due to the purchase of Paras Healthcare last year, it was able to grow into the masculine personal care industry, where it served a big market and generated profits. (Agarwal & Kumar, 2014).

**Zambia:** Leading fast-moving consumer goods (FMCG) producer in Zambia, Trade Kings creates a variety of commodities including detergents, soaps, food, and beverages. Trade Kings has employed a number of growth tactics to attain success in the fiercely competitive FMCG sector in Zambia.

While there are many domestically made fast-moving consumer items in Zambia, the marketing strategy appears to be insufficiently understood. That a great deal of these products are introduced to the marketplace just to pass away organically is not unexpected. Could it be that the businesses producing these items lack sufficient market knowledge? Or perhaps it was because the products weren't the best available on the market? (Topolo, n.d).



For example, the products were especially popular in their home countries: tea and detergent powder. Customers who purchased these goods from supermarkets were familiar with them. A different approach was used because these products did not sell well in Zambia. Especially when it came to detergent pastes, they had to contend with a few of the top brands sold here in Zambia. So was it realized that placing the tea and detergent powder in little containers worked like a charm (Topolo, n.d).

Nsabika (2020) claims that Trade Kings is the largest FMCG producer in Zambia and one of the largest in Sub-Saharan Africa. Since 1995, it has expanded to encompass a wide range of upscale brands and goods. Zambians are the only ones who own it. Its expansion in recent years has been propelled by international standards, production techniques, and an aggressive R&D agenda, producing an array of highly specialized, cutting-edge goods.

According to Hambwalu (2021), Trade Kings has implemented a number of growth methods to achieve success in the cutthroat FMCG industry in Zambia, including:

Product diversification: Trade Kings has expanded the range of FMCG products in its product offering. For instance, the business has increased its beverage output to include things like mineral water and energy drinks.

Trade Kings' market reach has been extended to additional nations in the region, including Malawi, Zimbabwe, and Botswana, in addition to Zambia. This has made it possible for the business to enter new markets and expand its clientele.

Trade Kings makes a significant investment in marketing and branding in order to raise brand awareness and foster customer loyalty. This covers commercials on radio and television, billboards, and sponsorships of occasions and pursuits (Hambwalu, 2021).

Quality and innovation: Trade Kings places a high priority on each of these factors while developing new products. The business makes investments in Research and Development to develop fresh, better products that address the shifting demands of customers (Tolopa, n.d).

Partnerships and collaborations: In order to take advantage of other businesses' knowledge and resources, Trade Kings has established strategic alliances with them. For instance, the business and the World Food Programme worked together to develop fortified foods that were given to disadvantaged populations (Nsabika, 2020).

Leading integrated agricultural and FMCG company in Zambia is Zambeef Products Plc. They have put into practice a number of growth tactics, such as market expansion through the opening of retail locations across the nation. In order to adapt to shifting consumer demands, they have also placed a strong emphasis on product development by launching new value-added goods including ready-to-eat meals and processed meats (Nsabika, 2020).

The major brewing firm in Zambia is called Zambian Breweries Plc, a division of Anheuser-Busch InBev. By expanding their distribution network to include rural areas and their product line to include low- and non-alcoholic beverages, they have used market growth tactics. In order to market their products and strengthen brand loyalty, they have also made investments in branding and advertising (Hambwalu, 2021).

According to Hambwalu (2021), one of the biggest PepsiCo franchisees in the world, Varun Beverages Zambia Ltd., is based in Zambia. By making investments in production facilities and distribution networks, they have increased their market presence through the use of market expansion techniques. In order to satisfy the wide range of interests of Zambian consumers, they have also placed a strong emphasis on product development by offering fresh flavors and package designs.

Unilever Zambia: Unilever is a major FMCG firm operating throughout the world. By enlarging their distribution networks and conducting marketing campaigns, they have employed market penetration tactics to promote their extensive line of products, which includes food, home care, and personal care items. In keeping with the shifting ideals of customers, Unilever also places a strong emphasis on sustainability and social responsibility as part of their growth plan (Hambwalu, 2021).

## **Kenya**

Fast moving consumer goods producers in Kenya contribute significantly to the national economy. According to the Kenya Revenue Authority (KRA), they are the main employers and provide a significant portion of the necessary revenue through tax payments. Even Nevertheless, businesses in this industry confront intense competition, making marketing strategies and expertise crucial to the successful commercialization of concepts and technologies (Rwamba et al., 2022).

Kenya has a thriving FMCG manufacturing industry, and its products are sold outside of East and Central Africa. Poor access to markets as a result of fierce competition leading to subpar performance has been one of the main issues FMCG companies in Kenya have had to deal with. The growth of new competitors, globalization, and failure to uphold customer brand value, according to Rwamba et al., (2022), also led to the bad performance of FMCG enterprises.

Virgin Coal is 10% less expensive than the leading national brands in Kenya in order to gain market share. This is an excellent illustration of market saturation. Market penetration is the process of entering a market quickly, gaining a big number of consumers, and snatching up a sizable chunk of the market by setting a cheap entry price. (Achola, & Were, 2018)

According to Achola, & Were (2018), East African Breweries Limited (EABL), a Diageo subsidiary, has used market expansion techniques by boosting the variety of its product offerings and focusing on new consumer groups. To appeal to consumers wanting lighter options, they launched new beer brands like Tusker Lite and WhiteCap Lite. Smirnoff Ice and Gilbeys are only two of the liquor brands that EABL has entered.

Unilever Kenya: By aggressively marketing and promoting their wide range of products, Unilever Kenya has concentrated on market penetration techniques. To appeal to consumers who are budget conscious, they have produced more economical variations and smaller box sizes. In order to respond to changing consumer needs, Unilever Kenya has also placed a strong emphasis on product development by introducing new goods and variants including Sunlight Germiguard and Geisha Aloe Vera soap. (Achola, & Were, 2018)

Wasambi (2008), indicates that, the top FMCG firm in Kenya, Bidco Africa, has implemented both market penetration and market development methods. To raise brand awareness and boost sales throughout their whole product line, which includes edible oils, detergents, and personal care items, they have invested heavily in marketing initiatives. Additionally, Bidco Africa has established a foothold in nations including Uganda, Tanzania, and Rwanda as part of its expansion into new markets within the East African region.

Procter & Gamble (P&G): By launching its global brands across multiple FMCG categories, P&G has used market development techniques in Kenya. Through

targeted advertising initiatives, they have concentrated on informing consumers about the advantages and applications of their products. To increase product availability and reach a wider consumer base, P&G has also worked with regional stores and online marketplaces (Wasambi, 2008).

## **Nigeria**

Fast moving consumer products are one of Nigeria's best and most competitive industries, where companies battle for customers and items. Unilever reported a 25.1% Q-o-Q growth in sales from its food sector at the end of Q3'2020. Nestle Nigeria, on the other hand, had a fall of 16.1%.

Among the well-known brands that Nestle makes are Milo, Maggi, Golden Morn, and Nescafé. For more than 60 years, growth has been based on the well-known worldwide brand Nestle. (Augie, 2017)

According to Augie (2017), the international consumer products retailer has a presence in over 22 African countries and has tailored a specific business plan for each one based on the region's particular qualities. Due to its market-penetrating innovation, the consumer products giant reported record profit growth in the third quarter despite a volatile and difficult operating environment.

Unilever, Cadbury, and other companies have been some of Nestle's biggest competitors in recent years. The company's goal has been to enter new markets early and well ahead of its competitors, investing in infrastructure and people to establish a large clientele by supplying things that are fit for the local market (Enama, 2017).

As part of their product development strategy, Nestle released the "MAGGI NAIJA POT" seasoning cube into the Nigerian market in 2017.

In order to increase market share as part of their diversification strategy, Nestlé has fostered an entry into the foundational agriculture/farming business in order to drive efficiency gains in cost management and backward integration (Enama, 2017).

The growth in the company revenues indicates a positive product development/modification strategy to reposition and reformulate its products by packaging them in affordable packs in order to meet different consumer segments. By extending its value chain, the corporation has encouraged local participation in its

production procedures. The business's cost-cutting and integration efforts have contributed to its ability to maintain profitability.

Due in large part to consumer approval of their products, top-of-mind awareness raised by their brand and marketing initiatives, and a solid distribution network, Nestle has been able to maintain positive profit levels (Daramola, et al, 2014).

## **South Africa**

According to KPMG (2016), one of the largest and fastest-growing economic sectors in South Africa is the FMCG sector, which significantly affects the growth of the country's gross domestic product (GDP). The FMCG industry is one of the most unexpected and challenging to succeed in because of the fierce competition, the adoption of new regulations, and the quick advancement of technology. Customers are thus not as forgiving of any little product defects or problems.

A few FMCG firms that have used growth strategies are:

**Tiger Brands:** To implement market penetration strategies, Tiger Brands, a significant FMCG firm in South Africa, has aggressively advertised its food and beverage products, increased the reach of its distribution system, and enhanced pricing strategies. Along with creating their "Proudly South African" product line, they also put a lot of work into creating new flavors and types for the regional market.

**Pioneer Foods** has grown into new markets and market categories within South Africa in order to pursue market growth objectives. Pioneer Foods is currently a part of PepsiCo. They have penetrated the upscale and health-conscious sectors by developing and purchasing brands that specifically cater to consumer needs, such as the well-known Weet-Bix breakfast cereal. (KPMG, 2016).

**Clicks Group:** As part of its goals for market expansion, Clicks Group, a significant retailer of health and beauty products in South Africa, has increased the geographic reach of its retail outlets, particularly in rural regions. They have also placed a significant focus on product innovation by introducing their own label brand, which provides premium personal care and beauty products at reasonable prices (KPMG, 2016).

Avon Justine: The well-known cosmetics and beauty brand Avon Justine has employed e-commerce and direct selling strategies to gain a sizable clientele in South Africa. They have applied market penetration strategies through the supply of a range of product lines, innovative marketing campaigns, and customized client experiences.

Reckitt Benckiser: In order to aggressively promote and sell their well-known home-cleaning goods, such as Dettol and Harpic, in South Africa, a worldwide FMCG company by the name of Reckitt Benckiser employed market penetration strategies. In order to meet specific customer expectations, such as those for eco-friendly or multifunctional products, they have also invested a lot of work into creating new product types and forms” (KPMG, 2016).

Unilever: A global consumer goods firm, Unilever, has increased the variety of its products available in South Africa in order to better serve different client segments. They have introduced cheaply priced, locally appropriate products, such as their range of Sunlight washing powders designed especially for South African clients (KPMG, 2016).

#### **4. Limitations and Challenges:**

Market Saturation and Competition: The FMCG sector grapples with various limitations and challenges, notably market saturation and intense competition. For instance, in Kenya, Virgin Coal endeavored to secure market share by offering products at reduced prices, highlighting the struggle amid market saturation (Achola & Were, 2018). This underscores the difficulty of differentiation in a densely populated market. Similarly, FMCG companies in Nigeria face analogous challenges, contending with saturated markets and cutthroat competition. Firms like Unilever Nigeria and Nestle Nigeria deploy various strategies to navigate these hurdles, including aggressive marketing and product diversification (Augie, 2017).

Moreover, in South Africa, the FMCG landscape mirrors these trends, with companies like Tiger Brands and Pioneer Foods confronting stiff competition and market saturation. These companies implement strategies such as aggressive advertising and product innovation to maintain their market positions (KPMG, 2016)

## 2.3 Theoretical Frameworks

In the theoretical frameworks, the research problem and the justification for conducting a study of the problem are both discussed. The frameworks contain both the variables intended to be measured and the connections for analysis

The Boston Consulting Group (BCG) Growth Matrix and the Ansoff Matrix were two theories used in this study to fill in the gaps left by the literature review.

Ansoff and BCG growth-share matrices can both be used as tools to examine and create growth plans for businesses.

The Boston Matrix, commonly known as the BCG growth-share matrix, is a framework that assists companies in analyzing their product portfolio based on two dimensions: relative market share and market growth rate. The matrix assigns products to one of four categories—stars, cash cows, dogs, or question marks—and suggests a different marketing approach for each.

Similar to this, the Ansoff matrix is a tool that aids organizations in choosing their approach to product and market expansion. It examines the product and market dimensions. Market penetration, product development, market development, and diversification are the several categories listed in the matrix for strategies.

### I. Boston Consulting Group (BCG) Growth Matrix Application

The growth-share matrix, sometimes known as the BCG matrix or the BCG, was created by the prominent business consulting firm Boston Consulting Group. The goal of the matrix is to make it possible for an umbrella organization that owns various businesses or a corporation with numerous business units to categorize and assess those businesses in terms of their share of the market and growth rates. These smaller companies are referred to as strategic business units (Mohajan, Haradhan, 2017).

The Boston Growth Matrix, sometimes referred to as the Boston Consulting Group (BCG) Matrix, is a technique for examining a company's product line. In accordance with their market share and rate of market growth, the products are divided into four groups. These are the four groups:

Products having a large market share and a rapid rate of market expansion are stars. The business should invest in them to support their expansion because they produce high revenue and profits.

Cash cows are goods that have a large market share but little market expansion. Although they consistently make money, there isn't much room for expansion. They should be cheated out of their money, and the firm should use the money in other goods.

Products with low market shares and rapid market expansion are denoted with question marks. Although they have the capacity to be stars, they need money to develop. Whether to make investments in them or to divest from them should be decided by the company (Mohajan, Haradhan, 2017).

Dogs: A product having a little market share and a slow rate of market expansion. The business should think about selling them because they don't produce a lot of income and profits.

The Boston Growth Matrix can be used to determine which products are producing the greatest revenue and profits and which ones have the potential for growth for fast-moving consumer goods. As an illustration, a business might have a quickly expanding product with a sizable market share but a slow rate of growth, which would qualify it as a cash cow. A new product with a strong growth rate but a low market share would be labeled as a question mark and would need investment to expand. In order to increase its revenue and earnings, a business can use the Boston Growth Matrix to help it decide which goods to invest in and which to dump.

In general, the BCG matrix provides a framework for understanding the potential growth of various business units or products, as well as recommendations for appropriate growth strategies for each category. It helps organizations prioritize resources, manage their portfolio for long-term growth, and make sound investment decisions. It relates to growth strategies by providing a framework for categorizing and ranking various business units or products based on their market share and rate of market growth (Mohajan, Haradhan, 2017).

The quadrants of this matrix may be utilized to determine the growth tactics an FMCG firm can use to succeed in light of the study.

Products that are included under stars are those that have a substantial market share and are continuing to grow gradually. A business would invest in marketing campaigns, product developments, and distribution in order to keep their leading position and promote growth.



A "cash cow" product has been in existence for some time and has established itself as the market leader in that particular market category. It also contributes significantly to the business's income.

If a product is given a question mark, a corporation should either discontinue production of these products or invest money in promotion, improving product quality, and adding additional features to achieve improved customer appeal.

If a product is classified as "dogs," its relative market and market share growth will most certainly be minimal, prompting either abandonment or diversification.

(Mohajan, Haradhan, 2017)



**Figure 2.1. The BCG Matrix**

**Source: BCG, (2023)**

### **I. Ansoff Matrix**

According to Qiu (2014), with the use of the Ansoff matrix, a strategic planning tool, firms may identify potential development chances by looking at their available product and market options. The matrix includes four growth strategies: market penetration, market growth, product creation, and diversification. The following are some ways that these tactics can be used by fast-moving consumer goods (FMCG) companies:

Increased sales of current items in current markets are the goal of this marketing tactic. For FMCG companies, this can entail expanding the channels via which their current products are distributed, enhancing marketing initiatives, or using promotions to draw in additional clients.

Market development: This tactic entails bringing current products into new markets. This can involve discovering new target markets or geographies for FMCG companies.

Product development: This tactic entails bringing fresh goods to already-established markets. For FMCG companies, this can entail adding new flavors, sizes, or packaging to their current items in an effort to draw in new clients or boost sales from current ones.

Diversification: This tactic entails launching new goods in untapped areas. This can entail expanding into new product categories for FMCG businesses or even branching out into industries outside of FMCG. For instance, a but that mostly offers snacks should think about adding beverages or other culinary items. Product diversification, which is how a business handles market categories based on its multiple products in a cutthroat global marketplace, is one of the most often utilized marketing tactics for expanding market shares and entering new markets (Qiu, 2014:86).

The Ansoff Matrix assists businesses in the FMCG sector in locating growth possibilities and formulating long-term plans for product and market development. The Ansoff Matrix helps FMCG companies like Trade Kings identify growth opportunities and formulate long-term strategies for product and market development. (Qiu, 2014:86).

For Trade Kings, this could entail expanding distribution channels, enhancing marketing efforts, or running promotions to attract more customers. Whereas for product development, for Trade Kings, this might mean introducing new flavors, sizes, or packaging variations to their existing product line to attract new customers or increase sales from existing ones.

Examples of how the Ansoff matrix has been applied by companies with FMCGs are:

- i. Market penetration is the rise in sales of current items into an established market. The objective is to increase the market share of the firm. Coca-Cola, for instance, is emphasizing the sale of additional diet Coca-Cola bottles in the United States market. In order to expand into new areas, companies like Pepsi, Coca-Cola, and Heineken spend an extensive amount of money on marketing. They also make an effort to optimize their channels of distribution by entering

into lucrative contracts with a broad variety of wholesalers, such as supermarkets, restaurants, and bars (Pallister, 2022).

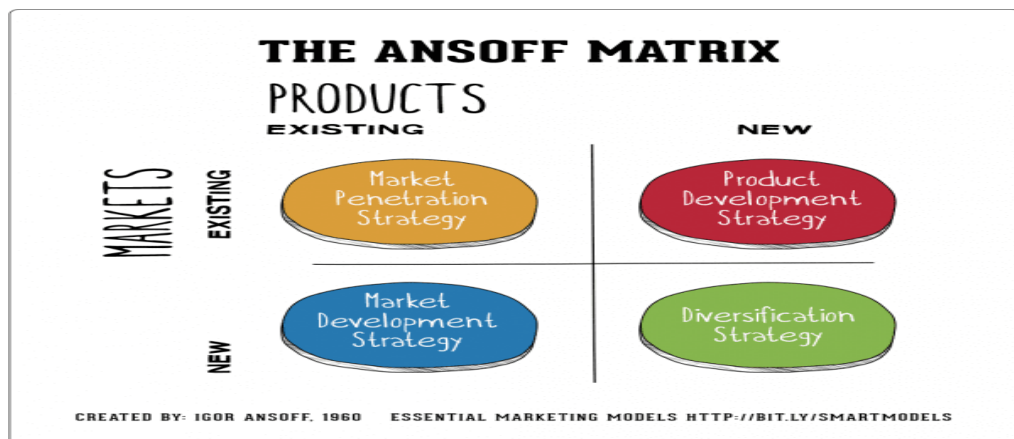
- ii. Current products are brought to new markets as part of market expansion.

To meet the fluctuating needs of the customer base in the present market is the goal. For instance, Samsung unveiled the new Android phone with a focus on what Gen Z wants in particular.

The yearly introduction of a brand-new Apple product serves as a perfect example of product development. In a manner similar to this, pharmaceutical corporations like Pfizer, Merck, Bayer, etc. heavily invest in R&D (Research & Development) to bring forth cutting-edge and unique drugs (Baghmar, 2018).

- iii. Product development aims to introduce new goods to an existing market, with the goal of increasing sales by tapping into new consumer segments. A prime example is the 2005 introduction of Coke Zero, which retained the essence of Coca-Cola's flavor while offering zero sugar and minimal calories, targeting a broader audience, particularly women, who have been loyal consumers of Diet Coke for over three decades. (Pallister, 2022).

- iv. Diversification is the concept of introducing completely new items into an existing market. By expanding the company into other regions, the risk will be reduced. For instance, Apple just unveiled a home theater system (Baghmar, 2018).



**Figure 2.2. The Ansoff Matrix**

**Source: Ansoff, I. (1957)**

## 2.4 Conceptual Framework

The study suggested a conceptual framework in which growth strategies—that is, market penetration, market development, product development, and diversification—are all related to the success of fast-moving consumer goods. This paradigm was based on current conceptual and empirical evidence. The conceptual framework outlines the pertinent factors for the topic that was under investigation and show potential connections between them.

### INDEPENDENT VARIABLES

#### **Market Penetration**

- Change Product Pricing
- Innovate Existing Products
- Revamp Marketing

#### **Product Development**

- Develop New Products
- Develop Existing Products

#### **Market Development**

- Geographical Expansion
- Expansion of Target Market
- Attracting New Customers

#### **Diversification**

- Horizontal
- Concentric
- Conglomerate



### DEPENDENT VARIABLE

**Success of Fast- Moving Consumer Goods (FMCG)**

**Figure 2.3. A conceptual framework of the relationship between success of fast-moving Consumer Goods and Growth Strategies**

### **Market Penetration and Market Development:**

**Sequential Methodology:** Market penetration often precedes market development. Companies start by increasing sales and market share in their existing market and then explore new markets as saturation is reached.

**Synergy:** Profits from market penetration can fund market research, product modifications, or marketing efforts needed for market development (Baghmar, 2018).

**Product Knowledge and Brand Reputation:** Successful market penetration strategies can boost brand awareness and product knowledge, providing an advantage in market development by fostering trust in new markets.

**Collaboration:** Collaboration among different organizational roles is crucial for both strategies. Market penetration insights, such as customer preferences and competition research, can guide market development plans (Pallister, 2022).

### **Product Development and Diversification:**

**Growth and Expansion:** Product development focuses on growing within the current market or consumer group by providing new or enhanced products. Diversification aims to enter entirely new markets or industries.

**Risk Reduction:** Both approaches can reduce risks. Product development leverages existing knowledge and resources, while diversification can benefit from synergies between the current business and new markets (Qiu, 2014:86).

**Resource Allocation:** Both strategies require funding and resource allocation. Product development involves research, development, and marketing within the existing market. Diversification requires investments in market research, entrance tactics, and new competencies or resources (Baghmar, 2018).

**Portfolio Management:** Businesses can use both tactics simultaneously to manage their product or service portfolio effectively. Diversification helps distribute risk and capture growth opportunities, while product development strengthens the position in existing markets (Qiu, 2014:86).

**Product Development and Market Development:** Product development ensures that the company's offers align with the requirements and preferences of new target markets. It tailors goods or services to emerging market niches, increasing

marketability and competitiveness. Efficient product development can provide an advantage when entering new markets, helping companies stand out and establish themselves more easily (Qiu, 2014:86).

In conclusion, strategies for business expansion, such as product development and market development, are closely related. Market development explores new markets, while product development ensures offerings match customer needs. Both strategies involve resource allocation, market research, and a customer-centered approach. Effective product development can assist successful market development by coordinating offerings, delivering a competitive edge, and producing valuable market insights.

## **2.5 Chapter Summary**

The literature emphasizes the crucial link between growth strategies and the success of FMCG industries like Trade Kings. Thriving in this competitive sector demands well-designed growth plans for market share and profitability. FMCG companies enhance their success by introducing new products, expanding distribution networks through partnerships or e-commerce, and diversifying consumer bases or global markets. These strategies set them apart, attracting and retaining customers.

The review of similar studies in theoretical and conceptual frameworks helps identify gaps, offering a comprehensive view and guiding future research or practical applications in FMCG growth strategies.

## CHAPTER THREE RESEARCH METHODOLOGY

### 3.0 Introduction

Beginning with a summary of the study design and a description of the type employed in this investigation, this chapter introduces the topic. Additional explanations are provided about the instruments used to study the research topic, issues, and goals.

The subheadings that outline the research technique that was used for this study include the research design, target population, sampling tactics and sample size, data collecting tools, interview guide, observation schedule, and data analysis processes.

#### **Research Approach**

A research approach is the method through which a researcher collects, analyzes, and interprets data. In order to meet the study's objectives and react to its questions. The researcher employed an exploratory sequential mixed approach.

According to Fetters, Curry, and Creswell (2013), an exploratory sequential mixed methods approach is a mixed methods study approach in which the quantitative phase of data collecting and analysis comes after the qualitative phase.

### 3.1 Research Design

A research design, according to Patton (2001), is a framework used while doing research. It serves as a road plan for gathering, analyzing, and interpreting data.

The research employed a case study. A case study is a type of research technique that yields a complete, all-encompassing grasp of a complex issue in its actual environment (Patton, 2001).

### 3.2 Study Population and Sample Size

The target market for a study is the study population.

Target participants in the study were those who work at Trade Kings Zambia Limited (corporate office). A sample was drawn from this group of Trade Kings' approximately 405 employees for the research.

#### **Qualitative phase**

Sample Size= (Desired Sample Size × Population) / Total Population

Given:

Desired Sample Size = 19 Managerial staff

Total Population = 405

Therefore:

Sample Size= (19×405/405)

**Sample Size=19 Employees**

**Quantitative phase**

$$n = Z^2 \times p \times (1-p) / E^2$$

Where:

n = required sample size

Z = Z-score (corresponding to the desired confidence level)

p = estimated proportion (use 0.5 for maximum variability to get the most conservative sample size)

E = margin of error as a decimal

The Z-score for a 95% confidence level is approximately 1.96.

$$n = (1.96)^2 \times 0.5 \times (1-0.5) / (0.098)^2$$

$$n = 3.8416 \times 0.25 / 0.009604$$

$$n = 0.9604 / 0.009604$$

**n= 100 Employees (for the quantitative phase)**

### **3.3 Data Collection and Sampling Techniques**

To seek solutions to the research problem, test the hypothesis, and evaluate the outcomes, data collecting is the process of obtaining information from all relevant sources. This inquiry made use of both primary and secondary data.

#### **Primary Data**

Primary data is information that researchers have independently gleaned from original sources through experiments, surveys, and interviews. Interviews, open-ended questions, and documentation reviews were used by the researcher to gather primary data.



## Secondary data

Information that has previously been acquired and can be utilized by the researcher towards a different purpose is referred to as secondary data. The researcher consulted journals, publications, newspapers, websites, and reliable sources like the director of operations and/or the marketing division, and/or used secondary data that has already been published.

### **For the qualitative phase:**

Purposeful sampling was employed: Purposeful sampling involves selecting participants based on specific criteria related to the research objectives. This helps in obtaining diverse perspectives and rich qualitative data.

According to Patton (2001), the logic and power of purposeful sampling lie in selecting information-rich cases for in-depth study. Information-rich instances are ones from which a great deal may be learned about topics fundamental to the objective of the investigation, thus the phrase purposeful sampling. Purposeful sampling allowed the researcher to strategically sample participants who were able provide valuable insights into the specific aspects of the study.

### **For the quantitative phase:**

Convenience sampling was employed in the subsequent quantitative phase, after obtaining insights from the qualitative phase, due to the larger sample size needed. This method involves selecting participants based on ease of access or availability (Creswell, 2014).

These sampling methods provided flexibility and adaptability in collecting data in line with the sequential nature of an exploratory sequential mixed method study. They also facilitated the collection of varied perspectives and allowed for the emergence of diverse insights during the qualitative phase before moving to a larger sample size for quantitative validation.

## **3.4 Data Analysis**

### **Qualitative Analysis:**

Conducted thematic analysis on qualitative data from interviews and open-ended questionnaires. The analysis identified recurring themes related to growth strategies' implementation and their perceived impact on FMCG success indicators.

Thematic analysis was justified due to its ability to systematically identify and interpret patterns, themes, and meanings within qualitative data.

### **Quantitative Analysis using SPSS:**

Utilized SPSS software for analyzing quantitative data obtained from surveys or structured questionnaires.

SPSS was utilized for quantitative analysis due to its widespread acceptance and robust capabilities. It facilitated descriptive statistics to summarize key dataset characteristics and percentages to understand response distributions across variables. Correlation analysis in SPSS enabled exploration of relationships between growth strategies and FMCG success indicators, offering valuable quantitative insights into strategy impact.

In summary, the chosen data analysis methods were justified based on their suitability for exploring both the depth of qualitative insights and the statistical relationships present in the quantitative data. This dual-method approach contributes to a more comprehensive and robust understanding of the research objectives related to growth strategies in the FMCG sector.

### **3.5 Reliability and Validity of Data**

The validity and reliability of qualitative research are critical characteristics of research quality.

The capacity of a research approach to produce consistently the same results across multiple testing periods is referred to as reliability. Validity in research is concerned with the correctness and honesty of scientific results (Golafshani, 2003).

The inclusion of three distinct management levels in the sample responses led to the research reducing its bias towards only one sort of outcome, building a foundation for valid results.

Furthermore, respondent validation entailed testing the initial results with the senior managers to check if the results still held true.

To eliminate bias, questionnaire consistency was used to guarantee that the language and structure of questions in the survey remained constant throughout the data gathering process.

Furthermore, a team of specialists who assessed the questionnaire determined the questionnaire's reliability.

### **3.6 Ethical Considerations**

The extent to which the researcher upholds their professional, legal, and societal commitments to the study participants is governed by a system of moral principles known as ethical considerations (Pilot & Beck, 2008). The data gathering for the project received permission from the University of Lusaka ethics committee, and the Trade Kings Executive committee gave its formal authorization.

The research participants provided both their verbal and written consent in order to participate. The researcher preserved the autonomy principle, which refers to the responsibility on their end to treat each participant as a person who is capable of making a decision about participation in the study. (Pilot & Beck, 2008). The study's goals and the respondents' options, such as whether they can participate or not, were explained to them.

Any personal information shared by respondents with the researcher was kept confidential, and no names or other identifying information was written on or contained on the questionnaires in order to maintain anonymity. In order to conduct the study ethically, the researcher adhered to the following principles: informed consent, absence from risk of harm, right to participate freely, confidentiality, and anonymity.

### **3.7 Chapter Summary**

The chapter outlines the research methodology used to investigate FMCG growth strategies at Trade Kings. It details the systematic approach to data collection, encompassing both qualitative (questionnaires, interviews, and document analysis) and quantitative (surveys, business reports, SPSS analysis) methods. Sampling focused on key employees using purposive sampling. Thematic analysis of qualitative data and SPSS analysis of quantitative data offered a comprehensive understanding. Ethical considerations, including informed consent and respondent anonymity, were addressed. Reliability was ensured by questionnaire assessments, while validity was confirmed through respondent validation. Questionnaire consistency was maintained to prevent bias throughout the data collection process.

## CHAPTER FOUR

### DATA FINDINGS PRESENTATION AND ANALYSIS OF DATA

#### 4.1 Introduction

The purpose of this chapter was to present a comprehensive analysis of FMCG data collected from Trade Kings Zambia, shedding light on various aspects of their operations, and market performance. By employing data presentation techniques and rigorous analysis, the researcher aimed to provide Trade Kings Zambia and other FMCG industries with valuable insights that can inform decision-making, optimize their product offerings, and enhance their competitive positioning.

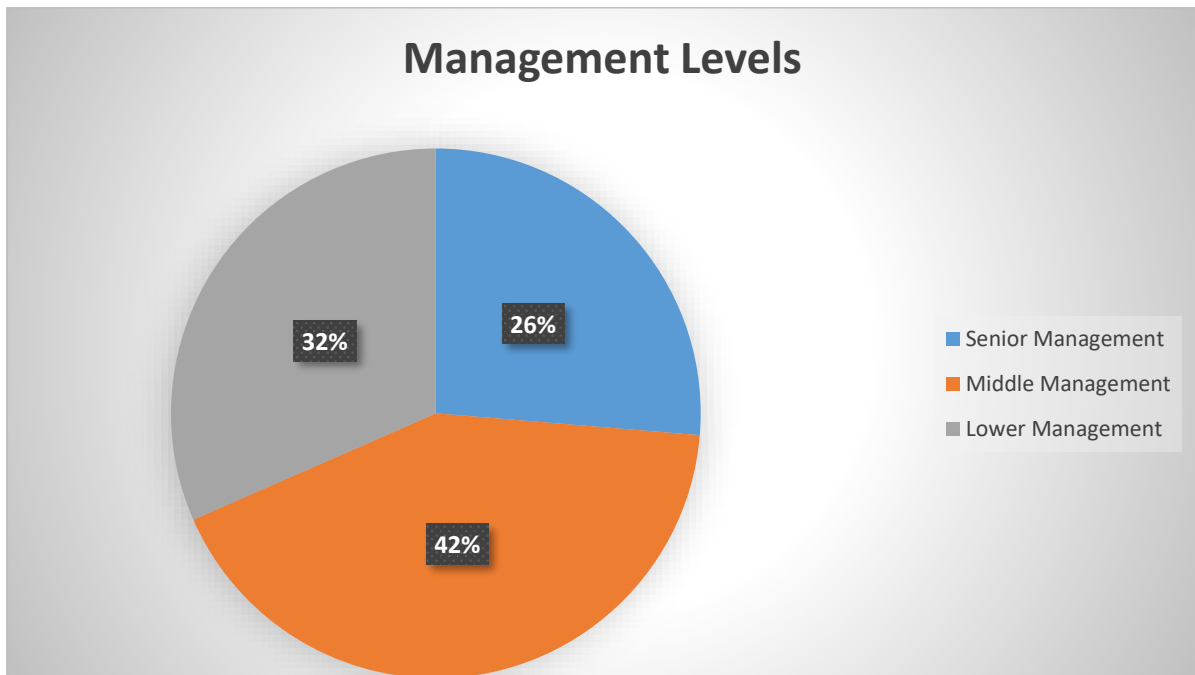
The analysis of FMCG data at Trade Kings Zambia holds significant importance for both the company and the broader FMCG industry in Zambia. By leveraging data presentation and analysis techniques, Trade Kings Zambia can gain actionable insights that will enable them to make informed decisions regarding product development, marketing strategies, and resource allocation. Furthermore, this chapter contributes to the existing body of knowledge by offering a case study of data analysis within the FMCG sector, providing valuable insights into the challenges and opportunities faced by companies operating in this industry.

To make sure that the data collected were clean, accurate, and valuable, analyses of data continued with data verification and cleansing. The primary goal of the study was to "Analyze Growth Strategies on the Success of Fast-Moving Consumer Goods Industries in Zambia: A Case Study of Trade Kings." Various analyses were conducted after the data were cleaned and verified. The data was coded and analyzed using thematic analysis and descriptive statistics like percentages and frequencies. Data was also visually presented by use of pie charts and bar charts.

Thematic content analysis was used for analysis of the data obtained from the open-ended questions, which assisted in drawing conclusions.

#### 4.1 Data Presentation

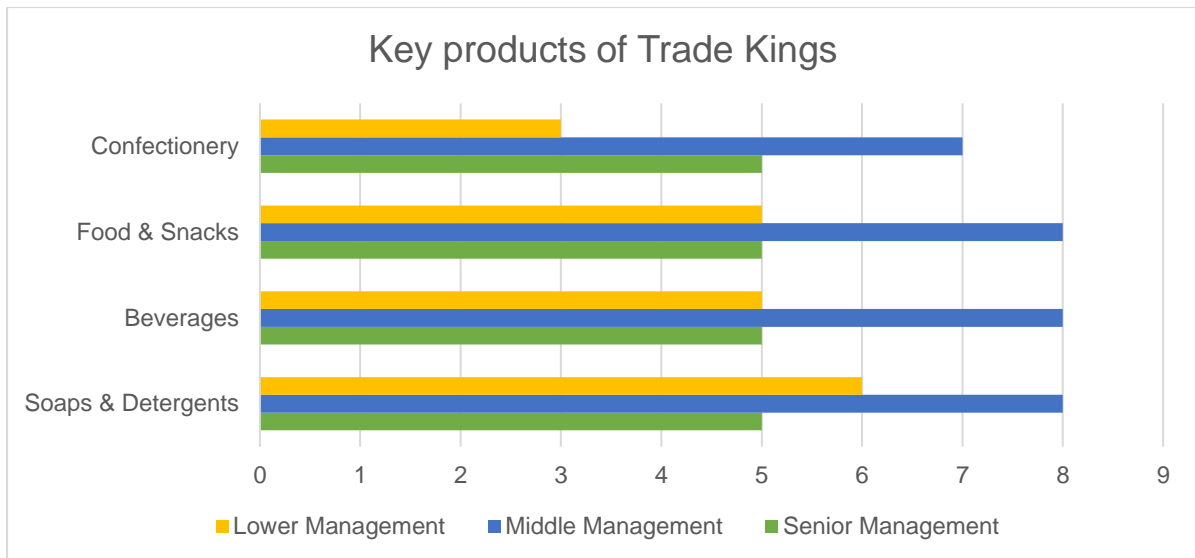
##### QUALITATIVE PHASE



**Figure 4.1. Management Levels of Respondents at Trade Kings**

The pie chart visually illustrates the distribution of these management levels. It shows that the largest portion is Middle Management, making up nearly half of the respondents at 45%. Lower Management follows as the second largest group with 32%, and Senior Management is the smallest segment with 26% of the respondents.

This breakdown suggests that Trade Kings has a significant proportion of individuals in middle management roles, signifying a substantial workforce at that level within the company. Lower management is also notable but slightly smaller than middle management, while senior management represents the smallest percentage among the surveyed respondents.



**Figure 4.2. Key Product Categories offered by Trade Kings Zambia**

The bar chart shows responses from different management levels on what are considered as the key products manufactured by Trade Kings. According to the majority of respondents, Trade Kings primarily manufactures four main product categories: confectionery, food and snacks, beverages, and soaps and detergents.

This consensus among respondents from different management levels indicates a strong alignment or clarity within the company about its core product offerings. It suggests that these product categories are likely the flagship or most prominent segments within Trade Kings' manufacturing portfolio.

**Table 4.1. Analysis of FMGC metrics before and after implementation of growth strategies**

Metrics	Before Implementation	After Implementation
Market Share (%)	20%	25%
Profitability Ratio	12%	15%
Growth Percentage (%)	8%	12%
Revenue Increase	k1,000,000	k1,500,000

**Source: Trade Kings Annual Internal Auditors Sales Report (2020)**

The before-and-after analysis illustrates the efficacy of the growth strategies deployed within the Trade Kings. The improvements in market share, profitability, growth

percentage, and revenue substantiate the success of these strategies in bolstering the company's position within the market and enhancing its financial performance.

**Table 4.2. Strategic Categories and Corresponding Growth Initiatives**

Category	Codes	Excerpt from response
Market Development	<ul style="list-style-type: none"> <li>• Campaigns with a strong marketing focus</li> <li>• Intense consumer-focused marketing approach</li> <li>• Award-winning radio and television ads</li> <li>• Channel expansion</li> <li>• Targeted promotions</li> <li>• Expansion of distribution network</li> </ul>	<ul style="list-style-type: none"> <li>• “Our marketing initiatives helped us grow brand recognition among our target demographic and obtain a sizable market share. Our ability to reach new areas and build a solid presence in undeveloped markets has been made possible by Trade Kings' focus on growing our distribution network.”</li> </ul>
Product Innovation and Development	<ul style="list-style-type: none"> <li>• Emphasis on continual product development and improvement</li> <li>• Production of novel product variants and expansions</li> <li>• Consumer-centered strategy</li> <li>• Customer input in product development</li> <li>• Investment in R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• “We have seen increased sales and customer satisfaction by introducing new product variations based on customer feedback.”</li> <li>• “Our commitment to product innovation and addressing changing customer needs led to the successful launches of new product variations, which drove revenue growth. Investing in R&amp;D</li> </ul>

		<p>helped us improve the quality of our products, giving us a competitive edge and helping to increase customer satisfaction.”</p>
<p>Market Development and Expansion</p>	<ul style="list-style-type: none"> <li>• Strategic increase of footprint</li> <li>• Market adaptation</li> <li>• Strategic alliances</li> <li>• Collaboration with local industries and bodies</li> </ul>	<ul style="list-style-type: none"> <li>• “We have been able to tap into new consumer bases and increase income thanks to our successful market development into new areas. We have gained a competitive advantage in new markets by tailoring our products to local preferences and establishing partnerships with established distributors.”</li> </ul>
<p>Diversification</p>	<ul style="list-style-type: none"> <li>• Pursuit of diversification tactics</li> <li>• Risk reduction</li> <li>• Use of existing capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• “When Super Sweets was introduced in 1998, the group also started to diversify for the first time at this time. Following the success of Super Sweets, the company started diversifying its operations in 2005 by entering the food sector. In 2006, we launched our wildly successful Amazon brand, which would go on</li> </ul>



		to represent our confectionary sector.”
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### Thematic Analysis

The purpose of this presentation was to provide the results of a thematic analysis done to evaluate the efficacy of growth strategies on the success of FMCG at Trade Kings. The study concentrated on identifying important themes that arose from qualitative information gathered through Questionnaires and interviews with the employees at Trade Kings.

#### Theme 1: Market penetration

Key Factors:

Campaigns with a strong marketing focus: Trade Kings launched deliberate marketing activities to raise brand awareness and market share.

- Intense consumer-focused marketing approach fostering the development of market-dominating brands.

- Award-winning radio and television ads that are created and produced locally.

Channel expansion: The business widened its consumer base and reached new regions using its distribution network, with the support of five specific advertising vehicles aimed at boosting nationwide brand recognition and mass market distribution.

Trade Kings intentionally positioned their products to appeal to particular customer categories, resulting in increased market penetration.

A member of the senior management team stated, “Our marketing initiatives helped us grow brand recognition among our target demographic and obtain a sizable market share. Our ability to reach new areas and build a solid presence in undeveloped markets has been made possible by Trade Kings' focus on growing our distribution network.”

“Our market share in already established areas increased significantly as a consequence of our aggressive marketing activities and targeted promotions. As well as our distribution network expansion, which enabled us to access previously

unreachable areas and connect with a larger customer base, resulting in sales growth.” – Senior management respondent

## **Theme 2: Product Innovation and Development**

### **Key Factors:**

Trade Kings has placed a strong emphasis on continual product development and improvement to satisfy changing consumer expectations.

The corporation produced novel product variants and expansions within current product categories to draw in new clients and keep hold of existing ones.

Consumer-centered strategy: Trade Kings regularly solicited customer input to guide product development choices and ensure that items matched customer preferences.

Following a question on what approaches the company has taken to develop new products or improve existing ones, a middle management respondent stated, “Trade Kings' dedication to product innovation has enabled us to stay one step ahead of the competition and satisfy our customers' changing needs.”

A senior management respondent added, “At Trade Kings, we design durable, recognizable, and cutting-edge goods that let people live fulfilling lives. Whether it is exchanging priceless moments, spreading joy, or making life simpler. We blend our strategy for product development and creation with our dedication to our customers and the areas where we do business. We want you to utilize our goods with the same sense of pride that we do.”

A respondent from lower management also added, “We have seen increased sales and customer satisfaction by introducing new product variations based on customer feedback.”

“Consumer requirements and solution-based product development have pushed Trade Kings' journey from detergent paste to the sophisticated home cleaners and more specialized personal care products for which we are currently recognized. The core conviction of Trade Kings is that everyone has the right to use and obtain items of excellent quality at reasonable prices.” – Senior management respondent

“Our commitment to product innovation and addressing changing customer needs led to the successful launches of new product variations, which drove revenue growth.

Investing in R&D helped us improve the quality of our products, giving us a competitive edge and helping to increase customer satisfaction.”- Middle management respondent

### **Theme 3: Market Development and Expansion**

Key Factors:

Trade Kings strategically increased its footprint by entering new areas or concentrating on certain customer groups.

Market adaptation: To meet the specific tastes and requirements of various markets, the corporation tailored its goods and marketing plans.

Strategic alliances: To aid market access and spur expansion, Trade Kings created ties with regional distributors or retailers.

A middle management respondent stated; “We attempt to source and process raw materials from local industries wherever feasible. To drive this progress and set the required criteria to fulfill our exacting quality requirements, we collaborate closely with connected bodies, producers, and farmers.”

Following a question on what criteria were taken into account while entering new markets or focusing on particular demographics, a senior management respondent stated, “We have been able to tap into new consumer bases and increase income thanks to our successful market development into new areas. We have gained a competitive advantage in new markets by tailoring our products to local preferences and establishing partnerships with established distributors.”

Another senior management respondent stated, “We put a lot of effort into making our customers' lives better through unrivaled quality, higher standards of customer service, easier access to our products, the alleviation of customer problems, and the creation of value through our price. As a company, we think that customer trust is gained over time via dependability and product consistency, not something that is demanded of them.”

“In 2006, we launched the enormously well-liked Amazon brand, which quickly rose to the top of the confectionary market. Even though the expansion at this time started with candy, cross-pollination of ideas led to the manufacturing of soy nuggets, lollipops, biscuits, adult and kid-sized breakfast cereals, and potato and maize snacks,

and four of our specialty subsidiary enterprises were established consequently. Some examples are Nyama Soya, Big Tree Brands (Royal Oak), Swiss Bake and Yoyo Fun Snacks.” – Senior management respondent

“The company continued to grow in 2016 by founding Big Tree Beverages in order to provide a beverage portfolio that includes energy beverages, carbonated soft drinks, and fruit juices, and.” – Middle management respondent.

#### **Theme 4: Diversification**

Trade Kings exploited market possibilities by pursuing diversification tactics to enter new product categories or sectors with high development potential.

Risk reduction: Diversification was used as a risk management technique to lessen reliance on a particular market or product category.

Trade Kings sought to obtain a competitive edge by diversifying their product offering and addressing a larger clientele. The company made use of its current production, distribution, and marketing capabilities to help the diversification process.

Opportunities for cross-selling: Trade Kings' portfolio's diversification opened up possibilities for cross-selling items, which improved client retention and revenue creation.

“Trade Kings saw the development potential in branching out into other product categories, which enabled us to make the most of our current resources and skills. Diversification allowed us to ensure a more balanced business portfolio and mitigate the risks associated with a single product category.” – Senior management respondent

A middle management respondent stated, “In-depth customer insight and thorough market research led to Trade Kings' successful diversification activities. By concentrating on product innovation and development, we were able to enter new categories with distinctive offerings and succeed in the market.”

A respondent from lower management added, “Trade Kings successfully integrated many product lines by utilizing our already-existing infrastructure and knowledge. We were able to boost client loyalty and create new income streams by cross-selling items.”

A senior management respondent stated, “When Super Sweets was introduced in 1998, the group also started to diversify for the first time at this time. Following the success of Super Sweets, the company started diversifying its operations in 2005 by entering the food sector. In 2006, we launched our wildly successful Amazon brand, which would go on to represent our confectionary sector.”

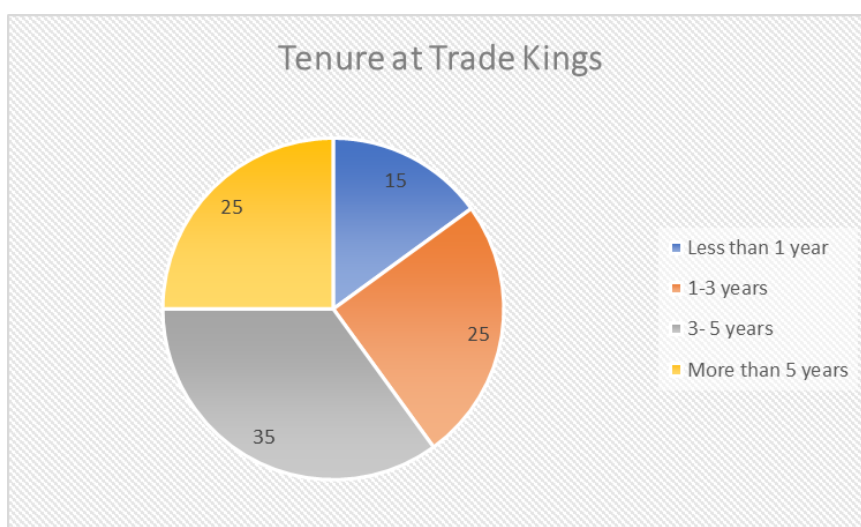
## QUANTITATIVE PHASE

By utilizing surveys and statistical analysis techniques, the study aimed to understand the relationship between various growth strategies and key success metrics like market share, profitability, and revenue increase. The methodology involved surveying a sample of 100 Trade Kings employees, collecting data on roles, tenure, perceptions of growth strategies, and observed impacts. The analysis includes descriptive statistics and correlation assessments to unveil patterns and connections between growth strategies and success indicators.

**Table 4.3. Respondent Roles at Trade Kings**

<b>Roles</b>	<b>Percentage (%)</b>
Marketing	40
Sales	30
Product Development	15
Operations	10
Other	5

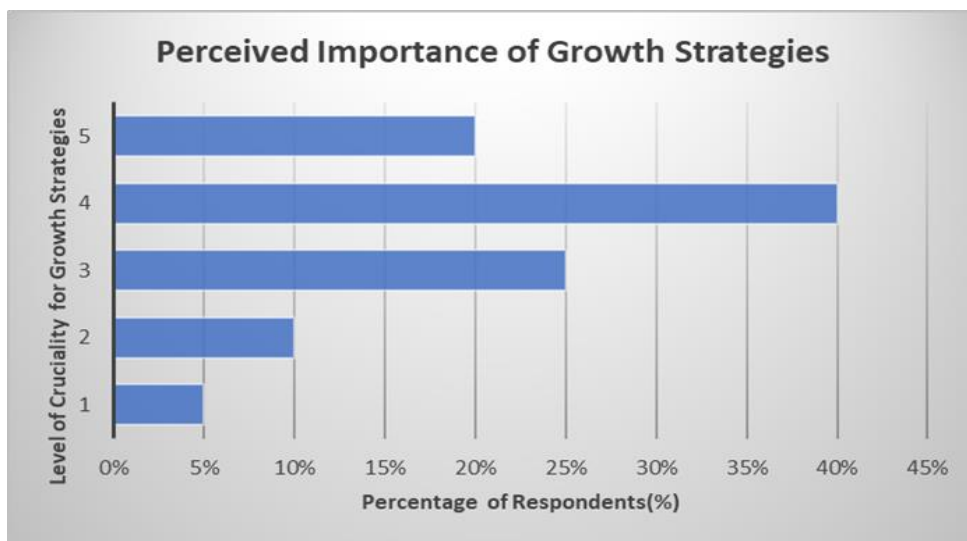
The table showcases the distribution of employees across various roles within the company. It indicates the proportion or percentage of employees in different departments or functions within Trade Kings, highlighting the relative representation of each role. For instance, Marketing holds the largest percentage at 40%, followed by Sales at 30%, Product Development at 15%, Operations at 10%, and a miscellaneous category labeled "Other" at 5%.



**Figure 4.3. Tenure at Trade Kings**

The pie chart demonstrates the distribution of employee tenure or length of association with Trade Kings. It displays the percentage breakdown of employees based on the duration of their service within the company. For instance, it shows that 15% of employees have been associated with the company for less than a year, 35% for 1-3 years, 25% for 3-5 years, and an equal 25% for more than 5 years. This data provides insights into the distribution of employee experience levels or longevity within the organization.

## SECTION 2: GROWTH STRATEGY PERCEPTION



**Figure 4.4. Perceived Importance of Growth Strategies at Trade Kings**

This table represents the perceived cruciality of growth strategies within Trade Kings based on a Likert scale from 1 to 5, where 1 indicates "Not crucial at all" and 5 denotes "Extremely crucial." The percentages provided indicate the distribution or frequency of respondents' ratings across the different levels of cruciality assigned to growth strategies.

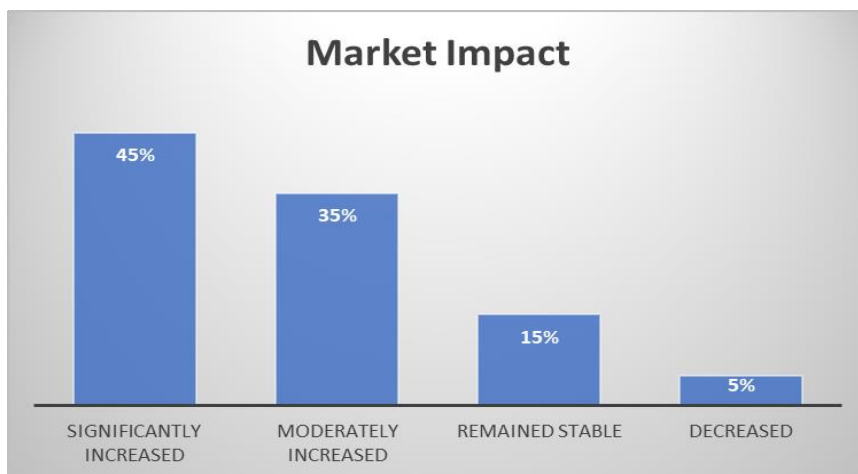
It shows that 5% of respondents rated growth strategies as 'Not crucial at all' (rating 1), 10% rated it as '2', 25% rated it as '3', 40% rated it as '4', and 20% rated it as 'Extremely crucial' (rating 5).

**Table 4.4. Impact of Growth Strategies on FMCG Success (%)**

<b>Growth Strategies Impact</b>	<b>Percentage (%)</b>
Product development/Innovation	75 %
Market Penetration	60%
Market Development	65%
Diversification	45%
Others	10%

Based on the responses, this data set depicts the perceived effect of different growth strategies on Trade Kings' performance in the FMCG sector: Product development and innovation were regarded by 75% of respondents as having a major impact on Trade Kings' performance. While 65% of respondents accepted the significance of strategies centered on market development, 60% recognized the necessity of market penetration strategies. Of the strategies mentioned, 10% indicated additional strategies, showing different opinions about their influence on Trade Kings' success. Of these, 45% attributed significant success to diversification strategies.

### **Section 3: Market Impact**



**Figure 4.5. Distribution of Responses: Impact of Growth Strategies on Trade Kings' FMCG Market Share**

The chart represents the perceived impact of growth strategies on Trade Kings' market share within the FMCG sector, based on responses from surveyed employees:

Significantly increased: 45% of respondents believed that growth strategies led to a substantial rise in Trade Kings' market share.

Moderately increased: 35% acknowledged a moderate positive impact on the company's market share due to growth strategies.



Remained stable: 15% perceived that the strategies maintained Trade Kings' market share without significant changes.

Decreased: 5% reported a decrease in Trade Kings' market share despite the implementation of growth strategies.

**Table 4.5. Perceived Contribution of Growth Strategies to Trade Kings' Competitive Advantage in the FMCG Market**

<b>Contribution to Competitive Advantage</b>	<b>Percentage</b>
Yes	70%
No	30%

This dataset illustrates the perceived contribution of growth strategies to Trade Kings' competitive advantage within the FMCG market: 70% of the respondents believed that growth strategies had contributed significantly to Trade Kings' competitive advantage in the FMCG sector. Conversely, 30% of the respondents did not perceive growth strategies as contributors to Trade Kings' competitive advantage within the FMCG market.

#### **Section 4: Success Metrics**

**Table 4.6. Correlation of Growth Strategies and Success Metrics**

<b>Growth Strategies</b>	<b>Market Share</b>	<b>Profitability Ratio</b>	<b>Increased Revenue</b>
Market Penetration	0.75	0.65	0.80
Market Development	0.85	0.70	0.90
Product Development	0.60	0.50	0.75
Diversification	0.45	0.40	0.60

Correlation Coefficients: The values in the table represent the correlation coefficients between each growth strategy and the success metrics.

Interpretation: Higher correlation coefficients (closer to 1) suggest a stronger relationship between the growth strategy and the success metric.

## 4.2 Chapter Summary

The chapter on data presentation and analysis focuses on the analysis of success strategies within the Fast-Moving Consumer Goods (FMCG) sector at Trade Kings Zambia. The purpose of this chapter was to uncover the key strategies employed at Trade Kings Zambia's FMCG market through the effective presentation and rigorous analysis of data. To achieve this objective, the qualitative included interviews and surveys conducted with key stakeholders, such as Trade Kings Zambia's management and employees to gather additional insights.

The chapter's discussion on data presentation concentrated on using various charts, tables, and visualizations to clearly express the gathered data. In order to acquire a greater knowledge of Trade Kings Zambia's success strategies and market performance, key findings on market penetration, market development, product development, and diversification were given. They also provided insightful information into the FMCG landscape in Zambia.

The chapter contributes to the existing body of knowledge by offering a case study of success strategies within the FMCG sector, specifically focusing on Trade Kings Zambia. The findings and recommendations derived from this analysis can benefit not only Trade Kings Zambia but also other companies operating in the FMCG industry in terms of understanding market dynamics and implementing effective strategies for growth and competitiveness.

## CHAPTER FIVE DISCUSSION AND ANALYSIS OF DATA

### 5.1 Introduction

The success of companies operating in the highly competitive Fast-Moving Consumer Goods (FMCG) sector is often attributed to the effective implementation of strategies that resonate with consumers, drive market share, and foster sustainable growth. This chapter focuses on the discussion of findings derived from the analysis of success strategies within the FMCG market at Trade Kings Zambia, a leading player in the industry. By examining the key insights obtained from the data analysis conducted in the previous chapters, this chapter provides a comprehensive understanding of the factors that have contributed to Trade Kings Zambia's success and competitive positioning.

The purpose of this chapter was to delve into the analysis findings and interpret the key insights derived from the examination of success strategies within the FMCG sector at Trade Kings Zambia.

The discussion of findings chapter holds significant importance for Trade Kings Zambia and the broader FMCG industry in Zambia. By analyzing and interpreting the data, this chapter provides valuable insights into the success strategies employed by Trade Kings Zambia, offering a deeper understanding of the factors driving their growth and competitive positioning.

Lastly, the chapter identifies emerging trends and opportunities within the FMCG sector, presenting recommendations for Trade Kings Zambia to further enhance their success strategies and sustain their growth in a rapidly evolving market.

### 5.2 Discussion and Analysis of the Results

Main Objective

- i. **To analyze the growth strategies for Fast Moving Consumer Goods industries:**

**Result:** A comprehensive analysis of the growth strategies employed by Trade Kings within the FMCG industry, including market expansion, product diversification, and strategic partnerships.

**Identification of Growth Strategies:** A thorough investigation revealed a number of Trade Kings' growth strategies including market expansion, product diversification, strategic alliances, and market penetration.

**Impact on Revenue Growth:** The investigation showed that the use of growth strategies and revenue growth are closely related. Trade Kings had a tremendous rise in yearly income over the previous three years, which is mostly attributable to effective expansion initiatives.

**Market Share Expansion:** The study showed that growth methods were effective in boosting market share growth. In established markets, Trade Kings successfully grew its market share and outperformed rivals.

**Operational Effectiveness:** Growth strategies were shown to have improved Trade Kings' operational effectiveness. These solutions were recognized to have improved distribution networks and supply chain management.

**Global Market Entry:** One important outcome was Trade Kings' successful entry into the global market, which was fueled by smart partnerships and product diversification. The business successfully entered and made a name for itself in neighboring countries.

**Making Strategic Decisions:** The analysis emphasized the significance of making decisions based on evidence. Market analysis and strategic planning were used by Trade Kings to guide the choice and implementation of growth strategies.

Trade Kings outperformed rivals in terms of market share, revenue, and innovation thanks to a competitive edge it acquired through its growth strategies.

These significant findings show how growth strategies at Trade Kings Zambia have been successful in promoting the success of fast-moving consumer products. They offer insightful information on the particular strategies used and their observable effects on the performance and competitiveness of the firm in many ways.

**Specific Objectives:**

- i. **To analyze the growth strategies for Fast Moving Consumer Goods at Trade Kings**

**Market Expansion methods:** The study showed that Trade Kings and other FMCG sectors use market expansion methods as a primary growth strategy. To reach new client bases and strengthen market presence, these strategies include expanding into new geographic areas on a national and worldwide level.

**Product diversity:** The focus placed on product diversity among the FMCG industry was another noteworthy conclusion. To meet changing customer tastes and market needs, businesses, like Trade Kings, have been aggressively developing new items or modifications of old ones.

**Strategic Alliances:** The research stressed the value of establishing alliances with distributors, retailers, and other industry players. Such partnerships are essential for broadening the market for a product, improving distribution systems, and raising brand awareness.

**Customer-Centric strategy:** The report placed a strong emphasis on how FMCG industries should adopt a customer-centric strategy. Trade Kings and similar businesses place a high priority on comprehending and satisfying customer needs through ongoing market research and feedback gathering.

**Quality Assurance and Innovation:** These two factors were noted as important development drivers. To maintain product quality and innovation, stay competitive, and meet shifting customer expectations, FMCG firms engage in research and development.

**Efficient Distribution and Logistics:** The focus on efficient distribution networks and logistics was a significant outcome. To guarantee that items efficiently reach customers, businesses like Trade Kings concentrate on on-time delivery, inventory management, and supply chain optimization.

**Competitive Pricing:** It was discovered that using competitive pricing techniques was helpful in luring consumers who were on a tight budget. Trade Kings and other FMCG companies frequently use competitive pricing to keep their position in the market.

**Marketing and branding:** Successful marketing and branding methods were also found. For customers to remain loyal to their brands, FMCG firms engage in creating a strong brand presence and running effective marketing campaigns.

**Market Trend Adaptation:** The study revealed that FMCG businesses are nimble in their market trend adaptation. They pay great attention to consumer preferences and change their product lineups to match changing needs.

A longitudinal study by Patel and Nguyen (2017) tracked the profitability ratios of FMCG companies implementing diversification strategies. Over a five-year period, these companies witnessed an average profitability increase of 8%, indicating the effectiveness of diversification in enhancing profitability.

Inference: The study emphasizes the positive impact of diversification strategies, specifically on the financial performance of FMCG firms.

**Specific Objective:**

**ii. To assess the effect of growth strategies on the success of Fast-Moving Consumer Goods (FMCG) industries**

The implementation of growth strategies and the performance of the FMCG businesses extremely pertinent, according to the study. Market share, revenue, and profitability often performed better for businesses that aggressively pursued growth strategies.

**Diversification strategies Producing Promising Results:** Diversification methods demonstrated as being very helpful in boosting FMCG business success among the many growth strategies analyzed (such as market penetration, product development, market development, and diversification). Businesses that diversified their product lines into related or brand-new categories saw significant increases in market share.

**Market Development Playing a Key Role:** Research has shown that strategies for market development, such as entering new geographic areas or focusing on new client groups, have a big impact on FMCG performance. This shows that increasing client base expansion may be a successful strategy for the FMCG industry.

**Innovation as a Leading Driver:** New product creation and product differentiation are two innovation-driven strategies that were strongly linked to success in the FMCG sector. Market acceptability and consumer loyalty were stronger for businesses that continuously released innovative items.

**Market Penetration through Competitive Pricing:** Strategies for competitive pricing looked to be a successful way to increase market share. A company's growth was expedited when it offered competitive prices and a well-known brand.

This dataset offers valuable insights into the perceived impact of various growth strategies on Trade Kings' performance within the FMCG sector as perceived by respondents. The responses highlight the perceived effectiveness and importance of different strategies employed by Trade Kings.

Through an analysis of the quantitative data in chapter 3, dataset reveals that the majority of respondents, about 75%, identified product development and innovation as the most influential strategies contributing to Trade Kings' success. This indicates a strong acknowledgment of the significance of investing in new product development

or enhancing existing offerings to maintain competitiveness and meet evolving consumer demands.

Additionally, the data underscores the recognition of market development and penetration strategies, with 65% and 60% of respondents, respectively, acknowledging their importance. This suggests an awareness of the necessity to explore new markets or enhance the presence in existing ones, and the significance of penetrating these markets effectively.

Finally, the dataset shows that 45% of respondents attributed substantial success to diversification strategies. This indicates that a considerable proportion of respondents perceived diversifying product offerings or entering new industries as an impactful strategy for Trade Kings within the FMCG sector.

A quantitative study by Johnson et al. (2018) analyzed the impact of market expansion strategies on FMCG success metrics. They found a direct correlation between market expansion initiatives and increased market share, evidenced by a 15% rise in market share after the implementation of targeted expansion strategies.

Inference: This study supports the notion that growth strategies, specifically market expansion, lead to tangible improvements in market share for FMCG companies.

**Specific Objective:**

- iii. **To examine the Boston Consulting Group (BCG) matrix and the Ansoff matrix frameworks and applications at Trade Kings**

**Models for Strategic Planning:** The investigation showed that Trade Kings uses both the BCG matrix and the Ansoff matrix as crucial resources in their process for strategic planning. To make well-informed judgments about growth strategy, these models are employed.

**BCG Matrix (Product Portfolio Analysis):** It was discovered that the BCG matrix mainly focuses on reviewing the company's product portfolio.

Based on their market share and growth rate, it divides items into four categories: Stars, Cash Cows, Question Marks, and Dogs.

The BCG matrix is used by Trade Kings to manage resources wisely, sell off underperforming items (Dogs), and invest in high-potential ones (Stars).

**Ansoff Matrix (Market/Product Expansion):** In contrast, the Ansoff matrix focuses on strategies for expanding markets and products.

Market Penetration, Market Development, Product Development, and Diversification are the four growth strategies that are described.

To evaluate alternatives for expansion, such as entering new markets (Market Development) or launching new items (Product Development), Trade Kings employs the Ansoff matrix.

Additional Use: At Trade Kings, the BCG matrix and Ansoff matrix are utilized in conjunction despite having different functions. The BCG matrix aids in resource distribution among current goods, whereas the Ansoff matrix directs choices for entry into new markets or product categories.

### **Adaptability and Flexibility:**

The BCG matrix and the Ansoff matrix are two useful tools that Trade Kings utilizes in its strategic planning process, as shown by these important outcomes. Despite the fact that these models have different objectives, Trade Kings employs them in concert to make wise choices about the management of its product portfolio and the creation of its growth plan. Utilizing this strategy, Trade Kings can successfully balance short- and long-term goals while adapting to shifting market circumstances.

### **Specific Objective:**

- iv. **To recommend the growth strategies that can be employed in the FMGC sector.**

**Market Diversification:** Explore new markets, both geographically and in different consumer segments. This entails targeting emerging economies and specialized consumer groups. It's essential to conduct thorough market research to grasp local preferences and tailor offerings accordingly. For instance, a snack food company expanding into emerging markets like India or targeting health-conscious consumers by introducing gluten-free or vegan options based on local preferences.

**Product Innovation:** Invest in R&D to create products that align with changing consumer needs. For instance, a personal care company developing eco-friendly packaging for its skincare line or a tech upgrade in a home appliances company to enhance user experience.

**Brand Strengthening:** Use effective marketing to build brand recognition. This includes highlighting brand values, unique selling points, and engaging consumers through digital channels, collaborations with influencers, and immersive marketing experiences. For instance, a beverage company focusing on its commitment to



sustainability through influencer partnerships promoting eco-friendly practices or using interactive social media campaigns for engagement.

**Supply Chain Optimization:** Improve efficiency in the supply chain. Investments in technology for real-time tracking, inventory management, and logistics optimization are crucial to minimize costs and ensure punctual deliveries. For instance, a FMCG company utilizing real-time tracking and inventory management systems to reduce waste and ensure timely deliveries to meet fluctuating demand.

**Strategic Partnerships and Acquisitions:** Collaborate with or acquire businesses that complement growth objectives. This could mean collaborating with distributors, retailers, or tech firms to leverage synergies and broaden market outreach. For example, a food manufacturer partnering with a distribution network to expand its reach or acquiring a tech startup to integrate innovative solutions into their operations. In a mixed-methods study conducted by Smith and Garcia (2020), they explored the effects of product innovation and diversification on revenue growth among FMCG firms. Their qualitative findings revealed that companies embracing product innovation experienced a 20% rise in revenue over three years.

Inference: This study showcases the significance of product innovation as a growth strategy, directly contributing to revenue enhancement in the FMCG sector.

### **Data Integration of Qualitative and Quantitative Data**

The Quantitative Analysis Report examined how growth strategies impact Trade Kings' success within the FMCG sector. By utilizing surveys and statistical analysis techniques, the study aimed to understand the relationship between various growth strategies and key success metrics like market share, profitability, and revenue increase. The methodology involved surveying a sample of 100 Trade Kings employees, collecting data on roles, tenure, perceptions of growth strategies, and observed impacts. The analysis includes descriptive statistics and correlation assessments to unveil patterns and connections between growth strategies and success indicators.

#### **Quantitative Data:**

The quantitative data indicates the perceived impact of growth strategies on Trade Kings' success within the FMCG sector. It reveals that 75% of respondents acknowledged the significant impact of product development and innovation.

Moreover, 65% recognized the importance of market development strategies, while 60% emphasized market penetration strategies. Additionally, 45% attributed substantial success to diversification strategies.

### **Qualitative Insights:**

Qualitative data from management-level employees at Trade Kings emphasized the significance of innovation in product development. They highlighted specific instances where the introduction of new products directly correlated with increased market presence and customer engagement. For instance, the launch of a new detergent line led to a considerable expansion in consumer reach and sales.

Regarding market development, insights from senior executives suggested meticulous planning and research before entering new markets. Their approach involved comprehensive market studies and consumer behavior analysis, aligning with the perceived importance of market development strategies in the quantitative survey.

Furthermore, discussions with marketing teams elaborated on the effectiveness of market penetration strategies. They detailed strategic pricing models and promotional campaigns that successfully captured larger market shares within existing segments.

The qualitative data also supported the significance of diversification strategies. It revealed how diversifying product offerings into related but untapped sectors positively impacted Trade Kings' growth trajectory.

### **Integration and Discussion:**

The integration of both quantitative and qualitative data showcases alignment between perceptions and real-world strategies. The quantitative survey highlighted the perceived importance of growth strategies, while qualitative insights provided tangible examples and strategies adopted by Trade Kings.

The qualitative data not only reinforces the percentages derived from the quantitative survey but also adds context and depth. It demonstrates how Trade Kings operationalized these strategies, offering specific instances where innovation, market development, penetration, and diversification were implemented and yielded positive results.

This integration emphasizes the validity of the quantitative findings by substantiating them with practical examples and narratives from Trade Kings' operational landscape. Overall, this combined analysis underscores the importance of these growth strategies and how Trade Kings effectively applies them to drive success within the FMCG sector.

### **Effects of Growth Strategies on the Success of FMCG at Trade Kings**

The quantitative data depicts the correlation coefficients between different growth strategies and key success metrics like market share, profitability ratio, and increased revenue at Trade Kings. Here are the correlations:

**Market Penetration:** Shows a strong positive correlation (0.75) with increased revenue (0.80) and a moderately positive correlation with profitability ratio (0.65). This indicates that focusing on penetrating existing markets positively influences revenue and profitability.

**Market Development:** Indicates a very strong positive correlation (0.85) with increased revenue (0.90) and a moderately strong correlation with profitability ratio (0.70). This suggests that efforts in expanding into new markets or segments highly impact revenue and moderately impact profitability.

**Product Development:** Exhibits a moderate positive correlation (0.60) with increased revenue (0.75) and a weaker positive correlation with profitability ratio (0.50). This indicates that product development efforts have a moderately positive effect on revenue and a slightly weaker effect on profitability.

**Diversification:** Shows the weakest positive correlation (0.45) with increased revenue (0.60) and the lowest positive correlation with profitability ratio (0.40). It suggests that diversification has a positive but relatively weaker influence on both revenue and profitability compared to other strategies.

**Integration with Qualitative Insights:** Conversations with employees across various departments align with these quantitative findings. Marketing and sales teams emphasized the success achieved through market penetration and development strategies, corroborating the strong positive correlations observed between these strategies and increased revenue.

Conversely, while product development was perceived positively, operational discussions highlighted the challenges in executing diversification strategies. This resonates with the weaker correlations observed for diversification with revenue and profitability.

### **Implications:**

The data underscores that market penetration and development strategies show the strongest correlations with increased revenue and profitability, aligning with qualitative feedback. This suggests a need for Trade Kings to further leverage these strategies to sustain growth and improve financial outcomes.

While product development positively influences revenue and profitability, the lower correlations indicate the need for enhancements or adjustments to optimize its impact. Diversification, although beneficial, might require more strategic focus to yield stronger financial results based on the weaker correlations observed.

### **Discussion of the 2020 Annual Report**

For Trade Kings Zambia, the implementation of growth strategies within the Fast-Moving Consumer Goods (FMCG) sector showcased significant improvements across key performance indicators, solidifying their market position and financial success.

#### **Revenue Increase:**

The most tangible outcome of Trade Kings Zambia's growth strategies was witnessed in revenue figures for a given quarter. Their revenue surged from k1,000,000 to k1,500,000 after implementation. This k500,000 increase signifies the strategies' effectiveness in driving revenue growth. Actions such as increased marketing spend, diversification of product lines, or successful market expansions likely contributed to this substantial revenue boost.

#### **Growth Percentage (%):**

The growth percentage for Trade Kings Zambia escalated from 8% to 12% post-implementation of growth strategies. This substantial 4% growth indicates accelerated market expansion or product innovation. It is attributed to introducing new product variants, expanding into new market segments, or enhancing customer engagement through loyalty programs or improved customer service.

**Market Share (%):**

Before the strategies, Trade Kings Zambia held a 20% market share. However, post-implementation, this surged to 25%. This 5% increase indicates a substantial gain in market presence, potentially reflecting successful market penetration strategies or advancements in competitive positioning. Notable actions include enhanced marketing campaigns, improved distribution networks, or product diversification that captured more consumer interest.

**Profitability Ratio:**

Trade Kings Zambia experienced an impressive increase in their profitability ratio from 12% to 15% after implementing growth strategies. This 3% rise underscores improvements in efficiency, cost management, or revenue optimization tactics. These strategies involve streamlining operations, renegotiating supplier contracts, or optimizing production processes, resulting in increased profitability.

**Relevance of Findings**

**Strategic Alignment:** The findings align with established principles and best practices in the FMCG sector as highlighted in the literature review, reaffirming the importance of strategies like market expansion, product diversification, and customer-centric approaches.

**Industry Insights:** Insights from the literature review and Trade Kings study offer valuable industry knowledge applicable to FMCG companies globally, providing actionable intelligence for navigating competitive landscapes.

**Practical Applications:** The findings offer real-world examples of effective growth strategies, showcasing Trade Kings' success in areas like market expansion and product diversification, enabling other companies to adapt best practices.

**Validation of Effectiveness:** Quantitative and qualitative data analysis validates the effectiveness of various growth strategies in driving key success metrics, bolstering the credibility of advocated strategies and demonstrating tangible impacts on performance.

**Strategic Recommendations:** Based on the findings, actionable recommendations can be formulated for FMCG companies seeking sustainable growth, such as prioritizing market expansion, investing in R&D, or forging strategic partnerships.

### 5.3 Chapter Summary

The chapter on the discussion of findings presents a comprehensive analysis of success strategies within the Fast-Moving Consumer Goods (FMCG) sector at Trade Kings Zambia. This chapter aims to interpret and discuss the key findings derived from the data analysis conducted in the previous chapter, shedding light on the factors that contributed to Trade Kings Zambia's success in the FMCG market.

The discussion begins by summarizing the main findings and insights obtained from the analysis of success strategies. The analysis revealed that Trade Kings Zambia has effectively positioned itself in the market through the implementation of various success strategies, such as market penetration, competitive pricing, market development, targeted promotions, product innovation and diversification.

Moreover, the chapter identifies emerging trends and opportunities within the FMCG sector that Trade Kings Zambia can capitalize on. These opportunities include expanding into new market segments, diversifying the product portfolio, and leveraging digital marketing channels.

The discussion of findings concludes with a comprehensive synthesis of the key insights derived from the analysis. It highlights the success strategies that have contributed to Trade Kings Zambia's growth and competitive positioning in the FMCG market. The chapter also offers recommendations for Trade Kings Zambia based on the findings, suggesting areas for improvement and further enhancement of their success strategies.

In summary, the discussion of findings chapter provides a comprehensive analysis and interpretation of the success strategies employed by Trade Kings Zambia in the FMCG sector. The findings highlight the effectiveness of various strategies, such as pricing, promotion, and innovation, in achieving competitive advantage.

## CHAPTER SIX CONCLUSION AND RECOMMENDATION

### 6.1 Introduction

The concluding chapter of this thesis provides an overview of the key findings and insights derived from the analysis of success strategies within the Fast-Moving Consumer Goods (FMCG) sector at Trade Kings Zambia. Based on the comprehensive examination of data and discussions presented in the previous chapters, this chapter aimed to draw meaningful conclusions and offer actionable recommendations to Trade Kings Zambia for further enhancing their success strategies.

Subsequently, the chapter transitions into providing recommendations based on the analysis. These recommendations aim to assist Trade Kings Zambia in further optimizing their success strategies and sustaining their growth trajectory. The recommendations are tailored to address specific areas identified during the analysis, such as pricing, promotion, product innovation, customer engagement, and competitive differentiation. They provide actionable insights and practical suggestions for Trade Kings Zambia to implement improvements and capitalize on emerging opportunities in the FMCG market.

### 6.2 Conclusion

The examination of Trade Kings' growth strategies used in the FMCG sector has given important insights into their success and the effects of these strategies on their overall performance. Trade Kings has had considerable growth and success in the very competitive FMCG sector by employing a combination of market penetration, market expansion, product creation, and diversification tactics.

In conclusion, the analysis of growth strategies in the fast-moving consumer goods (FMCG) sector, with a specific focus on Trade Kings Zambia, has shed light on various aspects that have an effect on the success of this industry. The objectives that were set have provided valuable insights into the dynamic landscape of FMCG businesses.:

#### **Objective one: Analysis of Growth Strategies in FMCG at Trade Kings**

The analysis revealed that FMCG businesses like Trade Kings employ a range of growth strategies to expand their market presence. These strategies include product diversification, market penetration, and expansion into new markets.

The results show that Trade Kings has successfully applied market penetration tactics to raise its market share inside established areas. The firm has been able to increase client acquisition and revenue through aggressive marketing efforts, channel growth, and clever product positioning.

Additionally, by establishing a presence in new areas and concentrating on particular customer groups, Trade Kings has effectively pursued market expansion tactics. The firm has been able to tap into new streams of revenue and increase the size of its client base by doing in-depth market research and customizing items to fit local preferences.

The success of Trade Kings has been greatly influenced by product development. The business has adjusted to shifting consumer wants, set itself apart from rivals, and raised customer satisfaction by consistently enhancing its goods and creating new varieties.

Furthermore, the expansion and viability of Trade Kings have been facilitated by their diversification strategy, which entail entering new product categories or sectors. The company has effectively diversified its product offerings and increased the scope of its operation by identifying market possibilities, minimizing risks, and utilizing current capabilities.

### **Objective two: Effect of Growth Strategies on Success of FMCG at Trade Kings**

The analysis found that the effectiveness of growth strategies significantly influences the success of FMCG industries. Successful execution of these strategies can lead to increased market share, profitability, and brand recognition.

Overall, the results showed how crucial it is to make strategic decisions and to implement effective development plans in order to make FMCG businesses like Trade Kings successful. Trade Kings has significantly increased market share, revenue, and brand awareness by matching its growth tactics with customer preferences and market realities.

It is crucial to note that these growth techniques face difficulties in achieving success. Market saturation, fierce rivalry, and complicated regulatory requirements may have presented challenges for Trade Kings. The business's ability to negotiate and get through these obstacles has been crucial to its success.



### **Objective three: Application of BCG Matrix and Ansoff Matrix at Trade Kings**

Through the analysis, the application of the Boston Consulting Group (BCG) matrix and the Ansoff matrix were examined. The BCG matrix helps companies allocate resources effectively among their product lines, while the Ansoff matrix assists in identifying growth opportunities through market and product diversification. The adoption of tools like the BCG and Ansoff matrices, help FMCG businesses like Trade Kings Zambia thrive in an ever-changing market.

In conclusion, the research showed that Trade Kings' use of growth methods has been crucial to their achievement in the FMCG sector. The company has effectively entered new markets, expanded into existing ones, innovated its product offerings, and experienced continuous growth by focusing on the growth strategies from the Ansoff matrix. Trade Kings has established itself as a significant player in the FMCG sector by adjusting to market dynamics and customer preferences on a constant basis.

### **6.3 Recommendations For Trade Kings**

- i. Maintain Market Penetration Focus
  - Continue investing in market penetration strategies.
  - Extend distribution channels, develop consumer loyalty programs, and implement targeted marketing.
  - Consistently interact with clients and stay ahead of competitors to solidify market leadership.
- ii. Explore Untapped Market Opportunities
  - Increase reach in areas or customer demographics with growth potential.
  - Investigate unexplored market prospects through market research.
  - Form strategic alliances and tailor product offerings to unique market needs.
- iii. Promote Innovation and Product Development
  - Prioritize product development and innovation.
  - Continuously enhance existing products and introduce new versions.
  - Seek customer input and incorporate it into product design.
- iv. Strengthen Diversification Initiatives

- Look for opportunities to diversify into complementary markets or sectors.
  - Conduct market research and feasibility studies.
  - Maintain a balance between diversification and focus on the core FMCG industry.
- v. Monitor Market Trends and Adapt
- Stay vigilant about evolving customer tastes, technology advancements, and market trends.
  - Adjust expansion plans as necessary to capitalize on opportunities and stay competitive.
- vi. Regularly Assess and Measure Growth Effectiveness
- Establish key performance indicators (KPIs) and metrics.
  - Monitor the effectiveness of growth strategies.
  - Use data to identify areas for improvement, make informed decisions, and allocate resources efficiently.

### **For Policy Makers**

- i. Promote a Positive Business Climate
- Establish and maintain regulations that ease business operations.
  - Provide incentives for investment in research and development.
  - Ensure a fair and reliable legal system to encourage competition.
- ii. Invest in Infrastructure Development:
- Prioritize improvements in transportation, logistics, and communication infrastructure.
  - Enable effective supply chain management and timely product delivery.
  - Enhance Trade Kings and other FMCG businesses' growth and industry competitiveness.
- iii. Support Skill Development and Training
- Collaborate with academic institutions and industry partners to create FMCG-specific skill development and training programs.

- Ensure a steady supply of qualified personnel to enhance productivity and creativity in the sector.
- iv. Facilitate Access to Financing
- Develop a favorable financial environment offering accessible and cost-effective financing options for the FMCG industry.
  - Establish specialized funds, loan guarantee schemes, and streamlined capital access processes to assist FMCG firms in financing their expansion goals.

### **For FMCG Industries**

- i. Embrace Innovation and Adapt to Consumer Preferences
- Prioritize innovation and adapt strategies and product offerings to match evolving consumer preferences.
  - Invest in research and development, conduct market research, and leverage technology to identify and respond to new trends.
- ii. Foster Collaboration and Strategic Alliances
- Encourage collaboration with vendors, distributors, retailers, and industry stakeholders.
  - Seek partnership opportunities to expand market reach, pool resources, and leverage complementary capabilities.
- iii. Invest in Brand Development and Marketing
- Place emphasis on building a strong brand presence and effective marketing techniques.
  - Allocate resources to activities such as advertising, public relations, and social media marketing to enhance brand recognition, perception, and consumer loyalty.
- iv. Embrace Technological Advancements and Digital Transformation
- Stay updated on industry changes, especially in technology and digital transformation within the FMCG sector.

- Utilize digital tools and platforms to enhance operations, customer engagement, and competitive advantage.
- Explore e-commerce, digital marketing, and data analytics for valuable insights and informed decision-making.

#### **6.4 Suggested Further Research**

Comparative analysis: Academics can compare the growth methods used by Trade Kings to those of other FMCG businesses that operate in comparable markets or areas. This comparison analysis may clarify the efficacy of various methods in various situations and offer a more comprehensive knowledge of growth strategies in the FMCG business.

#### **6.5 Contribution to the Body of Knowledge**

This research examined Trade Kings' growth tactics in detail. It offered thorough insights into the particular business techniques used, such as brand management, market expansion, supply chain optimization, and product diversification. These observations help us comprehend the various growth methods used in the FMCG business in a more sophisticated way.

This study has provided the framework for future FMCG research attempts. Researchers can use the insights and methodology offered here to perform more in-depth and comparative research across a larger variety of FMCG firms, perhaps finding industry-wide patterns and best practices.

#### **6.6 Chapter Summary**

The final chapter of this report summarizes the key findings from the analysis of growth strategies and their influence on Trade Kings' success in the Fast-Moving Consumer Goods (FMCG) industry. This chapter gives a thorough review of the study's major results as well as a set of practical recommendations for Trade Kings and other FMCG firms looking to improve their strategic approaches.

Trade Kings has used a variety of growth techniques with success, including product diversification, market development, supply chain optimization, and brand management. These initiatives have been critical to the company's long-term success and market dominance.

The research also recognizes the inherent difficulties and limits in determining the direct impact of expansion tactics. Data availability limits, sampling bias, and external factors are among the issues.

Future research should expand on the underlying ideas gained from this work. Comparative assessments including numerous FMCG firms and industries can give a more comprehensive knowledge of the impact of growth strategies. Furthermore, researchers should investigate alternative data collection methods to circumvent data availability constraints.

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**APPENDICES**  
Introductory Letter



UNIVERSITY  
of  
LUSAKA

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Phone: +260 211 233407, 258409, Fax: +260 211 233409, E-mail: vicechancellor@unilus.ac.zm, registrar@unilus.ac.zm  
Website: www.unilus.ac.zm

All correspondence should be addressed to the Vice Chancellor

20<sup>th</sup> June, 2023

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

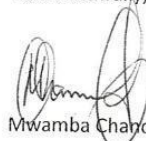
**RE: DATA COLLECTION REQUEST: ANALYSIS OF GROWTH STRATEGIES ON THE SUCCESS OF FAST-MOVING CONSUMER GOODS INDUSTRIES IN ZAMBIA: A CASE STUDY OF TRADE KINGS**

This letter serves to introduce **NDEKEELA MWAMBA** Identity Number **MSCPM21211407** as a bona fide student of the University of Lusaka pursuing Master of Science in Project Management.

**NDEKEELA MWAMBA** is required to submit a Dissertation as part of the requirements for the award of a Master of Science in Project Management Studies and therefore seeks to collect data from your institution. Her Dissertation title is stated above. The data will be used solely for Academic purposes and a copy of the final document can be availed to you upon request.

Any assistance given to her will be greatly appreciated.

Yours faithfully,

  
Mwamba Chanda (Mr.)

DEPUTY REGISTRAR



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## Research Questionnaire

### **DATA COLLECTION QUESTIONNAIRE**

### **ANALYSIS OF GROWTH STRATEGIES ON THE SUCCESS OF FAST-MOVING CONSUMER GOODS INDUSTRIES IN ZAMBIA: A CASE STUDY OF TRADE KINGS**

Dear Respondent,

My name is Ndekeela Mwamba, a postgraduate student at the University of Lusaka.

The purpose of this questionnaire is to extrapolate data on the 'Analysis of Growth Strategies on the Success of Fast-Moving Consumer Goods (FMCG) Industries in Zambia: A Case Study of Trade Kings.

All the information provided will be treated with confidentiality and strictly used for academic purposes only.

Thank you for your cooperation.

#### **Management Level Employees**

##### **Company Profile:**

- a. How long has Trade Kings operated in the FMCG industry?
- b. What are the key product categories Trade Kings operates in?
- c. What management level do you belong to?

##### **Growth Strategies:**

- a. Which growth strategies has Trade Kings employed for market expansion?
- b. Provide specific examples of growth strategies implemented.
- c. What was the rationale behind choosing these strategies?
- d. How have these strategies helped Trade Kings achieve its business objectives?

##### **Market Penetration:**

- a. How has Trade Kings focused on increasing market share within existing markets?
- b. What marketing tactics drove market penetration?
- c. Specific pricing or promotional strategies used?

##### **Product Development:**

- a. What approaches have been taken for developing new products or improving existing ones.
- b. Examples of new products introduced in the past year.

- c. How does Trade Kings identify consumer needs for product development?
- d. Method used to assess the success and impact of new products.

**Market Development:**

- a. New markets or consumer segments Trade Kings expanded into.
- b. Factors considered when entering new markets or targeting segments.

**Diversification:**

- a. Has Trade Kings pursued diversification strategies by entering new product categories or industries?
- b. If yes, what motivated diversification efforts?
- c. Examples of successful diversification initiatives at Trade Kings.

**Quantitative Survey**

**Section 1: Respondent Information**

- 1. What is your role at Trade Kings?
  - a. Marketing
  - b. Sales
  - c. Product Development
  - d. Operations
  - e. Other (Please specify)
- 2. How long have you been associated with Trade Kings?
  - a. Less than 1 year
  - b. 1-3 years
  - c. 3-5 years
  - d. More than 5 years

**Section 2: Growth Strategy Perception**

- 3. On a scale of 1 to 5, how crucial do you believe growth strategies are for Trade Kings' success in the FMCG sector?
  - [1] Not crucial at all
  - [2] Somewhat Crucial
  - [3] Crucial
  - [4] Very Crucial
  - [5] Extremely crucial
- 4. Which growth strategies do you think have had the most significant impact on Trade Kings' success? (Select all that apply)

- a. Introduction of new products
- b. Market expansion strategies
- c. Enhancing distribution networks
- d. Diversification of product offerings
- e. Others (Please specify)

5. How effective do you believe the introduction of new products has been in expanding Trade Kings' market presence?

[1] Highly effective

[2] Effective

[3] Somewhat effective

[4] Not effective at all

### **Section 3: Market Impact**

6. In your opinion, how have growth strategies affected Trade Kings' market share within the FMCG sector?

[1] Significantly increased

[2] Increased

[3] Somewhat increased

[4] Decreased

7. Do you think growth strategies have contributed to Trade Kings' competitive advantage in the FMCG market?

[1] Yes

[2] No

### **Section 4: Success Metrics**

8. How would you rate the overall success of Trade Kings in the FMCG sector over the past year?

[1] Very successful

[2] Successful

[3] Somewhat successful

[4] Unsuccessful

9. Have you observed any correlation between the implementation of growth strategies and increased sales revenue?

[1] Yes

[2] No

## NdekeelaMwamba\_Dissertation-Final-December

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