



**ZCAS UNIVERSITY**

---

**To Assess the Impact of Product Branding and Customer Loyalty in the Fast-Moving Consumer Goods market-A Case Study of BigTree Beverages.**

**BY**

**INNOCENT SIMAAMBA**

**STUDENT ID 202275966**

**A dissertation submitted to ZCAS University in partial fulfillment of the requirement for the award of the Masters' degree in Business Administration.**

**2023**

---

**Declaration**

I, Innocent Simaamba, hereby declare that this dissertation submitted in partial fulfillment for the award of the Master of Business Administration Degree to ZCAS University has been completed based on actual study carried out by me, and I am presenting an authentic record of work of my own carried out under the guidance of DR Francis Mukosa.

**Candidate**

Name: Innocent Simaamba

Signature.....

Date: 30<sup>th</sup> January, 2024

**Supervisor**

Name: Dr. Francis Mukosa

Signature.....

Date: 30<sup>th</sup> January, 2024

**Acknowledgements**

I would like to take this opportunity to thank my project guide Dr Francis Mukosa who has been a source of good guidance and has constantly encouraged me to complete my research project.

I would also want to extend my gratitude to ZCAS Management, classmates and friends who were helpful during my research project.

Finally, my sincere thanks to my Church Leaders for providing me with great help.

Innocent Simaamba

**Dedications**

I dedicated this research project to my Wife Billy, my dearest mother, my Children Kingster, Richard, Mutinta, Malunga and my grandson Innocent Malambo.

They were a source of Inspiration, supported me and encouraged me throughout my research study.

## Table of Contents

Declaration.....	
Acknowledgements.....	ii
Dedications .....	iii
Table of Contents .....	iv
List of Tables.....	viii
Table of Figures .....	ix
Acronyms.....	x
Abstract.....	xi
CHAPTER 1: INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Background of study.....	1
1.3 Research Problem .....	3
1.4 Justification for the research .....	4
1.5 Research aim.....	4
1.6 Research Objectives.....	4
1.7 Research Questions/Hypotheses .....	5
1.7.1 Research Questions.....	5
1.7.2 Study Hypotheses.....	5
1.8 Research Scope .....	6
1.9 Research Contributions.....	6
1.10 Research approach and method.....	6
1.11 Data collection and analysis techniques.....	6
1.12 Dissertation layout .....	6
1.13 Chapter Summary .....	7
CHAPTER 2-LITERATURE REVIEW .....	8
2.1 Introduction.....	8
2.2 Studies on Customer Loyalty in the FMCG Market.....	8
2.2.1 Studies outside Africa .....	8
2.2.2 Studies in Africa.....	9
2.2.3 Studies in Zambia .....	10
2.2.4 Synthesis of Reviewed Studies on Customer Loyalty in the FMCG Market.....	11
2.3 Studies on Product Branding Strategies in the FMCG Market.....	11
2.3.1 Studies outside Africa .....	11
2.3.2 Studies in Africa.....	12
2.3.3 Studies in Zambia .....	13
2.3.4 Synthesis of Reviewed Studies on Product Branding in the FMCG Market .....	13

2.4 Studies on Product Branding and Consumer Loyalty in the FMCG Market .....	14
2.4.1 Studies outside Africa .....	14
2.4.2 Studies in Africa.....	14
2.4.3 Studies in Zambia .....	16
2.4.4 Synthesis of Reviewed Studies on the relationship.....	16
2.5 Theoretical Framework .....	16
2.5.1 Brand Equity Theory.....	16
2.5.2 Social Identity Theory.....	17
2.5.3 Behavioral Loyalty Theory .....	17
2.6 Conceptual Framework.....	17
2.7 Gaps in the Literature.....	18
2.8 Chapter Summary .....	18
CHAPTER 3: RESEARCH METHODOLOGY .....	19
3.1 Introduction.....	19
3.2 Research Onion.....	19
3.3 Research approach .....	20
3.4 Strategy justification .....	20
3.4.1 Research paradigm.....	20
3.4.2 Inductive approaches .....	20
3.4.3 Deductive approaches .....	20
3.4.4 Time horizon .....	20
3.5 Sampling frame.....	20
3.6 Sample size and Sampling .....	21
3.7 Data collection .....	21
3.8 Data analysis and Triangulation Strategy.....	21
3.9 Reliability.....	22
3.10 Validity and Generalizability.....	22
3.11 Ethical issues.....	23
3.11.1 Accessibility .....	23
3.11.2 Research Ethics .....	23
3.12 Chapter summary .....	23
CHAPTER 4: FINDINGS AND ANALYSIS .....	24
4.1 Introduction.....	24
4.2 Profiles of respondents.....	24
4.2.1 Age Groups .....	24
4.2.2 Gender.....	25
4.2.3 Occupation.....	25

4.2.4 Income (Monthly).....	26
4.3 Customer Loyalty Measures for BigTree Beverages Products .....	26
4.3.1 Purchase Frequency .....	26
4.3.2 Years as a Consumer of BigTree Beverages Products .....	26
4.3.3 Recommendation Likelihood.....	27
4.3.4 Brand Advocacy.....	28
4.3.3 Overall Assessment of Customer Loyalty Level for BigTree Beverages Brand.....	28
4.4 Examination of BigTree Beverages Product Branding Strategies .....	29
4.4.1 Respondent Perceptions of General Elements of Products .....	29
4.4.2 BigTree Beverages Logo Recognition .....	30
4.4.3 BigTree Beverages Packaging Impact .....	30
4.4.3 BigTree Beverages Brand Message Consistency/Effective .....	31
4.4.5 Most Appealing Product Branding Elements.....	32
4.4.6 Alignment of Product Branding with Personal Preferences.....	32
4.5 Correlation between product branding and customer loyalty .....	33
4.5.1 Logos and Customer Loyalty.....	33
4.5.2 Packaging and Customer Loyalty .....	34
4.5.3 Messaging Effectiveness and Customer Loyalty .....	35
4.5 Presentation of Focus Group Findings.....	36
4.6 Assessment of Reliability and Validity .....	38
4.7 Discussion of Findings.....	38
4.7.1 RQ1-Levels of Customer Loyalty for BigTree Beverages.....	38
4.7.2 RQ2-Examination of BigTree Product Branding Strategies .....	39
4.7.3 RQ3-Associations between Product Branding & Customer Loyalty Measures .....	40
4.8 Triangulation of Results based on FCG and Quantitative Study .....	41
4.8.1 Comparison and Contrast of Findings from Quantitative and Qualitative Analyses .....	41
4.8.1.1 Research Question 1 -Customer Loyalty for BigTree Beverages Brand .....	41
4.8.1.2 Research Question 2-BigTree Beverages Product Branding Strategies Evaluation .....	42
4.8.1.3 Research Question 3-Product Branding & Loyalty for BigTree Beverages .....	43
4.8.2 Final Interpretation of Study Findings-Consolidated.....	44
4.9 Chapter summary .....	45
CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS.....	46
5.1 Introduction.....	46
5.2 RO1 - Customer Loyalty for BigTree Beverages Products.....	46
5.3 RO2 - Evaluation of BigTree Beverages Product Branding Strategies.....	47
5.4 RO3 - Correlation between Customer Loyalty and Product Branding Strategies.....	47
5.5 Practical/Managerial Implications of Findings/Recommendations .....	48

5.5.1 Managerial Implications of Findings .....	48
5.5.2 Financial Implications .....	48
5.5.3 Operational Implications .....	48
5.6 Limitations of the Study and Directions for Future Research.....	48
5.7 Chapter Summary .....	48
References.....	50
APPENDIX.....	54
I Cover Letter.....	54
II Data Collection Instrument .....	55
III Focus Group Discussion Transcript .....	58

## List of Tables

Table 1 Purchase Frequencies as Customer Loyalty Measures .....	26
Table 2 Respondent Likelihood of Recommending BigTree Beverages Products .....	27
Table 3 Distribution of Respondents according to Brand Advocacy Tendencies .....	28
Table 4 Test of Significance of Purchase Frequency Based Loyalty Measure .....	28
Table 5 Significance of Longevity Proportion as Customer Loyalty Measure.....	29
Table 6 Elements affiliated with Product Branding for BigTree Beverages/Loyalty Factors	29
Table 7 Product Packaging Impact .....	31
Table 8 Brand Message Consistency .....	31
Table 9 Aspects of Product Branding Appealing to Respondents.....	32
Table 10 Degree of Alignment between branding and Personal Preferences .....	33
Table 11 Correlation between Logo Recognition and Repeat Purchase Frequency .....	33
Table 12 Correlation between Logo Recognition and Years as BigTree Beverages Customer	34
Table 13 Correlation between Logo Recognition and Recommendation Likelihood.....	34
Table 14 Correlation between Packaging and Repeat Purchase Frequency .....	35
Table 15 Correlation-Packaging Impact & Years of Consumption.....	35
Table 16 Correlation-Packaging Impact & Recommendation Likelihood .....	35
Table 17 Correlation-Messaging Effectiveness and Purchase Frequency .....	36
Table 18 Correlation-Messaging Effectiveness and Years as Consumer .....	36
Table 19 Correlation-Messaging Effectiveness and Recommendation Likelihood.....	36

## Table of Figures

Figure 1 Study Conceptual Framework .....	18
Figure 2 Research Onion Diagram.....	19
Figure 3 Respondent Ages (Years).....	24
Figure 4 Respondent Gender.....	25
Figure 5 Respondents Occupations at time of Study .....	25
Figure 6 Respondents Analysis Based on Monthly Incomes .....	26
Figure 7 Consumption History.....	27
Figure 8 Respondent Recognition of BigTree Beverages Product Logo .....	30
Figure 9 Brand Messaging is Effective.....	32

**Acronyms**

COMESA	Common Market for East and Southern Africa
EU	European Union
FMCG	Fast Moving Consumer Goods
GRZ	Government of the Republic of Zambia
LSE	Lusaka Securities Exchange
LSMFEZ	Lusaka South Multifacility Economic Zone
SADC	Southern Africa Development Community
SME	Small and Medium Enterprise

## **Abstract**

The contemporary business landscape is characterized by intense competition, and local businesses in developing economies like Zambia have historically faced challenges from imported brands that are either perceived or real higher quality brands. With an emphasis on BigTree Beverages (Z) Limited, this study examines customer loyalty dynamics and product branding strategies in Zambia's fast-moving consumer goods (FMCG) sector. Using a triangulation methodology, the study integrates a focus group discussion with a quantitative approach, using four BigTree Beverages product users. Based on repeated purchases and long customer lifetimes, the analysis shows that BigTree Beverages enjoys strong brand loyalty. Analyzing product branding techniques, such as those involving packaging, message, and logos, reveals complex dynamics in consumer decision-making and highlights the subtle impacts of these strategies on different aspects of customer loyalty.

To ensure broad participation and representation, a standardized questionnaire was used for both online and offline data collecting. The study's geographic focus on Zambia sheds light on the potential and difficulties the FMCG sector in the area faces. Key findings highlight how messaging effectiveness and packaging design have a significant impact on customer loyalty, influencing recommendations and repeat business. But the interaction with logos turns out to be complex, necessitating specific methods. Investing in aesthetically pleasing packaging, maintaining consistency in messaging, and increasing logo visibility are some of the managerial suggestions. These insights enable BigTree Beverages to make well-informed operational decisions in the very competitive FMCG market of Zambia. Limitations like sample size and breadth provide opportunities for more in-depth studies of the socioeconomic and cultural influences on consumer behavior in the future.

# CHAPTER 1: INTRODUCTION

## 1.1 Introduction

This chapter acts as the study's entry point by providing a thorough framework for the investigation of the dynamics of product branding and how they affect consumer loyalty. Examining the field of product branding more broadly, the chapter sheds light on the theoretical foundations that direct the study and provide an understanding of the corpus of existing literature. The chapter places itself in the framework of an established discourse and draws comparisons with previous research that has examined the relationship between product branding and customer loyalty. It also identifies gaps that the current study aims to remedy. This chapter's focus is on placing the study in the context of Zambia's FMCG (fast-moving consumer goods) industry. It analyses the environment by highlighting the role that product branding has in this industry. In this context, BigTree Beverages' rise to prominence is a notable development that provides a case study that enhances our comprehension of branding dynamics in Zambia's FMCG industry.

The chapter presents the study problem against the intricate background of product branding in Zambia's FMCG industry. This outlines the objectives of the research as well as the topics and theories that were carefully investigated to significantly add to the body of existing knowledge. The latter portions of the chapter offer a brief synopsis of the methodological choices made for the study. The chapter offers a peek into the methodical approach taken to address the overall questions driving the research by briefly summarizing the selected research approaches to support the attainment of study objectives. This introduction chapter essentially lays the foundation for a thorough investigation of the relationship between product branding and consumer loyalty in Zambia's FMCG industry while also strategically placing the study within the larger academic framework.

## 1.2 Background of study

The business climate has truly become more competitive over the past decades arising from factors such as technological progress and innovation resulting in rapid churn out of new products and services in the 21<sup>st</sup> century as well as globalization (Cantwell, 2017). Increased movements of goods and services across international borders has broadened the range of options available to consumers and lowered the monopoly power that what would have been previously dominant local firms would have enjoyed without the high levels of trade (Buckley, Enderwick, & Cross, 2018). Rapid expansion of information technologies has led to consumers being more empowered to access and share information about product and service experiences (Bhalodiya & Sagotia, 2018; Brogi, 2014; Barefoot, Curtis, Jolliff, Nicholson, & Omohundro, 2018). The

heightened levels of competition entail that business owners and management of businesses are rethinking their approach to attracting and keeping customers in what is a crowded marketplace (Buckley, Enderwick, & Cross, 2018). Thus, one of the areas scholars have focused on in this regard is the impact of branding on customer behavior (Barefoot, Curtis, Jolliff, Nicholson, & Omohundro, 2018; Desmarais III, 2020). According to Wijaya (2013, p. 55), a product brand “*is a mark left on the minds and hearts of consumers, which creates a specific sense of meaning and feeling about a product*”, consequently influencing or impacting their purchasing choices in a manner that can be attributable to the impression or connection created by the brand.

Creating and controlling visual aspects such as logos, packaging, and colors is part of product branding (Ozdemir, Zhang, Gupta, & Bebek, 2020). It also encompasses messaging consistency, such as slogans and brand voice, as well as creating consumer impressions (Wijaya, 2013). These efforts are intended to set a product apart from its competitors in the target market (Christino, Silva, Moura, & Fonseca, 2020). The purpose is to differentiate the product or line by stressing traits such as quality, dependability, and emotional connotations (Curleigh, 2014). Thus, the empirical literature reveals that in a crowded economy, product branding is critical. One of its primary functions is to differentiate the product and establish a competitive edge (Fortunato, Giraldi, & de Oliveira, 2014; Kotler & Keller, Marketing Management, 2016). Strong branding distinguishes a product from its competitors by conveying unique features and values, allowing enterprises to charge premium rates and generate higher profitability (Fortunato, Giraldi, & de Oliveira, 2014). Furthermore, branding promotes consumer trust and loyalty by lowering perceived risks associated with purchases in crowded markets and cultivating long-term customer connections (Kotler, Marketing and value creation, 2020). When consumers make purchasing decisions, effective branding increases brand awareness and recall, making products more memorable and prominent (Curleigh, 2014). It also taps into the emotional realm, eliciting feelings and building bonds with customers, which can have a huge impact on their purchasing decisions (Wijaya, 2013; Fortunato, Giraldi, & de Oliveira, 2014). Furthermore, branding makes market entry and expansion easier by lowering entry barriers and promoting product diversification (Buckley, Enderwick, & Cross, 2018). Finally, as scholarly studies have shown, great brand equity is directly related with superior financial performance, attracting investors, and adding to a company's long-term success and growth possibilities (Ahlin, Drnovšek, & Hisrich, 2014). Evidently, in today's increasingly competitive market landscape, the role of product branding is critical for firms seeking to survive and endure.

The relationship between product branding and customer loyalty has been extensively covered by the empirical literature (Brogi, 2014; Akpoviro, Amos, Oladipo, & Adewale, 2020). Past studies have focused on the association between the concepts in the context of sectors such as

telecommunications (Akpoviroro, Amos, Oladipo, & Adewale, 2020), The Fast-Moving Consumer Goods (FMCG) has also been a context of interest in this area amongst scholars (Upamannyu, Gulati, & Mathur, 2014). In the highly competitive and crowded FMCG business, where there are many options for consumers, product branding is essential (Wijaya, 2013). Various studies have demonstrated how a powerful brand may greatly increase customer loyalty. Due to the fact that customers are more likely to buy products from brands they trust, this loyalty might result in higher sales (Ozdemir, Zhang, Gupta, & Bebek, 2020). Additionally, a well-known brand might fetch higher pricing since customers are willing to pay more for goods, they believe to be trustworthy and of excellent quality (Davicik & Sharma, 2015). Brand loyalty also generates referrals from others, which increases a brand's reach naturally (Fornari, Fornari, Grandi, & Menegatti, 2013).

In Zambia's FMCG, there has tended to be growing competition over the past 3 decades due to various factors. The first factor that has contributed to this trend has been the growth of popular supermarkets in the country that are the major retail distributors of FMCGs (Phiri & Ziba, 2019). After the Zambian economy was liberalized in the 1990's, the economic policies in the country have supported importation of FMCGs with the private retailers that now dominate the market being key agents of supply of imported FMCG brands (Khonje, 2020). However, despite the high prevalence and availability of imported FMCG brands, the Zambian government has also put in places measures to encourage the growth of local manufactured FMCG brands (Phiri & Ziba, 2019). These measures include the establishment of Multi-Facility Economic Zones (MFEZs) in Lusaka.

Located in Lusaka, BigTree Beverages Zambia LTD is a Zambian business. The company, which was established in 2002, employs between 1000–1500 people. The business produces and sells a variety of beverages, and mineral water is also part of its product line (Ng'uni, 2020). With a wide selection of premium beverages, BigTree Beverages has developed into one of the biggest beverage firms in Sub-Saharan Africa. Their product line specifically includes cola and flavored carbonated soft drinks, as well as energy drinks, juices, water, and non-alcoholic drinks. Their devotion to creative beverage solutions that fit target consumer lifestyles is shown in their marketing tagline, "*drink different.*" As noted however, the company faces a lot of competition as it seeks to retain customers in the beverages segment of the FMCG market.

### **1.3 Research Problem**

Consumer power is increased in today's business environment by easy access to internet product information and reviews (Akpoviroro, Amos, Oladipo, & Adewale, 2020). Refining product offers for FMCG companies such as BigTree requires a thorough understanding of purchase behaviors and matching consumer expectations (Brogi, 2014). With its recent rebranding to

BigTree Premium Quality, BigTree has demonstrated its strategic commitment to growing its market share by making significant investments in cutting-edge production facilities and expansion strategies. The usefulness of these branding campaigns in building brand loyalty in Zambia's cutthroat FMCG industry, however, is still an important unanswered question. Statistical data indicates a notable disparity in market share between FMCG brands from Zambia, such as BigTree, and their foreign competitors. This emphasizes how vital it is to evaluate how BigTree's branding initiatives affect patron loyalty considering the significant investment the company has made in its product branding efforts. By examining the relationship between branding and consumer loyalty in Zambia's FMCG industry, this study seeks to close the research gap. It aims to enable businesses like BigTree to successfully navigate the dynamic market by offering actionable insights.

#### **1.4 Justification for the research**

Product branding and its impact on consumer loyalty are critical in today's competitive business environment. This is especially the case in segments of the FMCG market such as the beverages offerings in which BigTree Beverages Limited operates and especially also considering observations of branding challenges for Zambian products being one of the factors behind their poor performance relative to imported brands. Understanding how branding techniques inspire loyalty has become a strategic requirement for firms as consumers face an abundance of options and information.

Despite its importance, there is a gap in comprehensive research that investigates these correlations in the context of modern consumer behavior, particularly the influence of digital and social media. This study aims to fill that void by providing practical insights that can inform branding strategies and customer relationship management initiatives, particularly in industries with a high level of consumer choice. Finally, the study hopes to help firms survive by cultivating long-term client loyalty.

#### **1.5 Research aim**

The aim of this study was to investigate the association between product branding and consumer loyalty in the FMCG sector based on a case study of BigTree Beverages(Z) Limited.

#### **1.6 Research Objectives**

The study explored specific research objectives as listed below.

- i) To assess the level of consumer loyalty towards BigTree Beverages (Z) Limited and its products within the FMCG sector in Zambia.

- ii) To examine the branding strategies employed by BigTree Beverages (Z) Limited in terms of potential role in consumer purchasing decision making.
- iii) To analyze the correlation between product branding elements like logos, packaging, messaging and consumer loyalty metrics such as repeat purchase rate and brand advocacy, for BigTree Beverages (Z) Limited.

## **1.7 Research Questions/Hypotheses**

### **1.7.1 Research Questions**

- i) What is the level of consumer loyalty towards BigTree Beverages (Z) Limited and its products within the FMCG sector in Zambia?
- ii) What are the branding strategies employed by BigTree Beverages (Z) Limited, and their potential role in consumer purchasing decisions?
- iii) Is there a significant correlation between product branding elements (logos, packaging, messaging) and consumer loyalty metrics (repeat purchase rate and brand advocacy) for BigTree Beverages (Z) Limited?

### **1.7.2 Study Hypotheses**

The related study hypotheses were as follows.

#### **Hypothesis 1:**

**Null Hypothesis (H0):** There is no significant level of consumer loyalty towards BigTree Beverages (Z) Limited and its products within the FMCG sector in Zambia.

**Alternative Hypothesis (H1):** There is a significant level of consumer loyalty towards BigTree Beverages (Z) Limited and its products within the FMCG sector in Zambia.

#### **Hypothesis 2:**

**Null Hypothesis (H0):** Product branding strategies employed by BigTree Beverages (Z) Limited do not influence consumer purchasing decisions.

**Alternative Hypothesis (H1):** Product branding strategies employed by BigTree Beverages (Z) Limited significantly influence consumer purchasing decisions.

#### **Hypothesis 3:**

**Null Hypothesis (H0):** There is no significant correlation between product branding elements (logos, packaging, messaging) and consumer loyalty metrics (repeat purchase rate and brand advocacy) for BigTree Beverages (Z) Limited.

**Alternative Hypothesis (H1):** There is a significant correlation between product branding elements (logos, packaging, messaging) and consumer loyalty metrics (repeat purchase rate and brand advocacy) for BigTree Beverages (Z) Limited.

### **1.8 Research Scope**

The study was conducted amongst consumers of BigTree Beverages products countrywide. Product branding was defined in terms of operational elements such as consumer affinity with logos, packaging and messaging for all the products in the company's product range. Customer loyalty was considered from the perspective of repeat purchases and brand advocacy. The study was conducted over a period of 3 months. The data that was collected was intended to support a quantitative study.

### **1.9 Research Contributions**

The research on the relationship between product branding and consumer loyalty in the context of BigTree Beverages (Z) Limited in Zambia's FMCG sector includes major contributions from a variety of stakeholder perspectives. The findings can help enterprises and FMCG companies enhance their branding strategies and resource allocation, improving market positioning and client retention. Marketing and branding professionals may use the findings to create more effective campaigns, while legislators can use it to boost local companies and promote economic growth. Consumers benefit from informed choices and potentially enhanced product quality, while academics receive vital empirical evidence for future marketing and consumer behavior research. This study therefore can potentially have positive impact the competitiveness of FMCG companies, the local economy, and overall consumer experience in the Zambian market.

### **1.10 Research approach and method**

The study adopted a quantitative research approach. In other words, it assumed a deductive research approach that utilized structured survey data to test the adopted hypotheses.

### **1.11 Data collection and analysis techniques**

Data collection involved use of a structured self-administered questionnaire. This supported the quantitative analysis that the study utilized. Data analysis used descriptive statistics such as correlation coefficients to measure the strength of associations between variables. The study also used Probit regressions to help evaluate the contribution to the likelihood of customer loyalty arising from different elements of product branding for the case study.

### **1.12 Dissertation layout**

The final dissertation has the following layout in terms of chapters.

Chapter 1-Introduction

Chapter 2-Literature Review

Chapter 3-Research Methodology

Chapter 4-Results and Discussion

Chapter 5-Conclusions and Recommendations

### **1.13 Chapter Summary**

This chapter has introduced the research topic. The chapter has outlined the nature of the research problem and why the study is important. The chapter has also made references to similar past research. Chapter 2 provides an expanded review of the literature and the gaps therein that support the conduct of this study.

## **CHAPTER 2-LITERATURE REVIEW**

### **2.1 Introduction**

In chapter 2, the focus is on review of relevant literature. The review begins with related studies. The studies are considered outside Africa, within Africa and finally within Zambia in the context of the FMCG market. This is followed by discussion of relevant theories on product branding and customer loyalty. The chapter also takes note of the gaps in the literature that are part of the motivation for the study. It also presents the comprehensive conceptual framework, aligned to study objectives and hypotheses, that guide the study.

### **2.2 Studies on Customer Loyalty in the FMCG Market**

#### **2.2.1 Studies outside Africa**

The long-term change in brand loyalty across numerous fast-moving consumer goods (FMCG) categories in the UK and the USA is examined by Dawes et al. (2015). The average repertoire size, average brand share of requirements, and polarisation index are the three loyalty metrics used in the study. The study's results were conflicting. The average SCR decreased by just 0.9 percentage points annually overall. However, neither the polarisation nor the quantity of the repertoire changed statistically significantly over time. This revealed that brand loyalty in the FMCG business had not decreased much. The study did discover, however, that a lot of the loyalty metrics had a negative correlation with both the frequency of category purchases and the number of SKUs inside the category. This suggested that if these category characteristics rose in a given year, loyalty would have somewhat decreased. According to the study's findings, brand loyalty in the FMCG market is largely steady. However, some elements, like the frequency of purchases and the variety of brands offered in a category, might have an impact on loyalty.

When Patanjali Ayurved Ltd., an Indian fast-moving consumer goods (FMCG) firm that is rapidly expanding, was analysed by Ghoshal (2016) for causes contributing to its amazing success, a number of crucial aspects stood up as essential to the company's growth trajectory. The analysis showed that a clever synthesis of elements supported Patanjali's great path. The use of traditional Indian Ayurveda as the foundation of their brand identity, reflecting the essence of India's historic therapeutic practices, was foremost among these. Additionally, Patanjali's dedication to using natural and herbal ingredients struck a powerful chord with FMCG market consumers looking for better substitutes. A large audience was drawn to the company's price approach, which was characterised by affordability, further enhancing its market position. The brand's accessibility and awareness were ensured by effective marketing and a strong distribution

network. The development of a strong brand image that inspired consumer loyalty and trust was essential to Patanjali's ascent.

The survey also emphasized the business' clever placement in the emerging trend of Indian consumers' growing preference for domestic brands, which ties in well with the nationalistic mood. It is plausible to deduce that Patanjali enjoys a high level of consumer loyalty even if the study did not specifically explore the depth of customer loyalty inside the FMCG market. This conclusion is drawn from Patanjali's track record of success in maintaining market share while also growing its business despite increased competition brought on by the entry of several other Indian brands into the FMCG market. This tenacity highlights Patanjali's deep consumer resonance and its continuing popularity in India's evolving consumer products market.

### **2.2.2 Studies in Africa**

A thorough model was created by Moolla and Bisschoff for their 2013 study with the goal of gauging brand loyalty in the fast-moving consumer goods (FMCG) market. They identified and highlighted 12 important elements that have a significant impact on consumers' brand loyalty using this model, which was painstakingly built based on a thorough study of the body of research on brand loyalty. These variables included things like satisfaction, pricing, perceived quality, brand image, and numerous sociocultural influences. The researchers used a survey methodology to gather information from a representative sample of South African consumers about these parameters. The results of the survey revealed that perceived quality, brand image, and satisfaction were the key drivers of brand loyalty in the FMCG market. Notably, the study unveiled a relatively high level of brand loyalty within the FMCG sector, with the average consumer displaying loyalty to an impressive 6.5 brands. However, this loyalty varied across different product categories, with certain items like toothpaste and shampoo commanding higher loyalty than staples like bread and milk.

The findings of Moolla and Bisschoff highlighted the significance of brand loyalty in the FMCG industry. According to their analysis, businesses that want to succeed in this cutthroat market should give strong brand equity priority. To increase total happiness, this entails not only assuring product quality and developing a positive brand image, but also delivering good value for customers' money and offering top-notch customer service. The study also emphasized the significance of continual monitoring of consumer brand loyalty levels and recommended that businesses take proactive measures to boost brand loyalty when necessary. These tactics can help FMCG companies build enduring relationships with customers and increase their prospects of long-term success in this competitive sector.

In their study published in 2020, Dube & Hoque examined the landscape of client loyalty among South African-based fast-moving consumer goods (FMCG) wholesalers. Their survey, which was carried out using a systematic sample technique, included 159 dealers. A significant majority (82%) of participants in the study expressed loyalty to their present wholesalers, revealing a significant finding: consumer loyalty among FMCG wholesalers in South Africa appears to be remarkably resilient. This devotion was primarily attributed to several important aspects, including the wholesalers' regular provision of high-quality goods and services, their aggressive pricing policies, their effective customer support systems, and their conveniently situated physical locations. The study also emphasized that several crucial factors, including the caliber of goods and services, pricing policies, first-rate customer service, the convenience of the location, and the general relationship between wholesalers and their clients, could have an impact on customer loyalty in this context.

These results highlight how important it is for FMCG wholesalers to concentrate their efforts on these factors to strengthen client loyalty. FMCG wholesalers can cultivate strong and long relationships with their clientele and consequently promote loyalty by continually offering top-notch goods and services, maintaining competitive pricing, giving excellent customer service, and assuring easy access. Further highlighting the multifaceted nature of factors influencing customer loyalty within the FMCG wholesale sector, the study's supplementary insights also highlighted that customer loyalty tends to be significantly higher among wholesalers that prioritize product and service quality, competitive pricing, excellent customer service, and convenient locations.

### **2.2.3 Studies in Zambia**

In Zambia's FMCG market, little empirical research has been done to measure customer loyalty. The impact of brand awareness tactics used by fast-moving consumer goods (FMCG) manufacturers on the promotion of indigenous products in Zambia, however, was examined by Mweemba et al. in a recent study (2022). Their research revealed a crucial link between brand recognition and customer loyalty to indigenous FMCG items, drawing on a survey of 295 customers in Zambia. Notably, customers who were familiar with local brands showed a stronger propensity to buy them, even when they were more expensive than comparable imported goods. The study also shed light on the existence of several additional factors influencing consumer loyalty towards local FMCG items, such as perceived product quality, perceived value, product accessibility, promotional activities, and the caliber of manufacturer-provided customer care. These results highlight the need for FMCG producers in Zambia to adopt a comprehensive strategy to increase consumer adherence to homegrown goods. These manufacturers can successfully encourage consumers to embrace local products, thereby bolstering support for the

local economy, by prioritizing initiatives that include raising brand awareness, improving product quality, ensuring competitive value propositions, expanding product accessibility, implementing effective promotional strategies, and providing exceptional customer service.

#### **2.2.4 Synthesis of Reviewed Studies on Customer Loyalty in the FMCG Market**

When taken as a whole, these studies highlight how cultural, economic, and regional factors play a multidimensional role in brand loyalty. Diverse geographical contexts consistently highlight the significance of matching brand strategies with customer values, offering high-quality goods and services, and keeping up with evolving trends.

### **2.3 Studies on Product Branding Strategies in the FMCG Market**

#### **2.3.1 Studies outside Africa**

Jit Singh Mann & Kaur (2013) looked carefully at the branding tactics used by Indian brands of fast-moving consumer goods (FMCG), services, and durables in their study. As part of their research technique, 600 brands were carefully studied, with 200 of them coming from each of the three industry categories. According to the survey, there are three main branding tactics used in the FMCG industry. First, the single corporate brand strategy—which is characterised by the marketing of all products under a single brand name—emerged as the most popular plan. The likes of industry behemoths Unilever, Procter & Gamble, and Nestle are prominent instances of this method. The family brand approach, which involves using a single brand name for a collection of related products, was also discovered.

This approach is best demonstrated by companies like Colgate (which includes toothpaste, toothbrushes, and mouthwash), Pampers (which includes diapers, wipes, and baby lotion), and Tide (which includes laundry detergent, fabric softener, and bleach). Thirdly, the individual brand approach, where each product is given a unique brand name, was seen. Coca-Cola, Pepsi, and Nike are popular examples in this area. Importantly, the study found that selecting a branding strategy was influenced by several factors. The intrinsic qualities of the product, the characteristics of the target market, and the dynamics of the competitive environment were all included in these variables. Based on these factors, some items were determined to be more suitable with a single corporate brand strategy, whereas others found resonance with family brand or individual brand strategies. The key finding of Mann and Kaur's research was that there was no one best branding strategy for the FMCG sector. The best option is instead dependent on several variables, including the competitive environment, target market preferences, and product qualities. The single corporate brand strategy was found to be the most prevalent in the FMCG sector. Other important findings included the strategic use of family brands for closely connected products and the adoption of individual brand strategies for products with less obvious linkages.

Dwivedi and McDonald (2018) used a sample of 284 customers in the UK as the foundation for their investigation of the crucial function of brand marketing communications in fostering brand authenticity within the fast-moving consumer goods (FMCG) sector. Their research showed that consumer views of brand authenticity are greatly influenced by brand marketing communications. This impact is transmitted through several ways, such as the use of reliable sources, such experts, or famous people, which increases customers' predisposition to see a brand as genuine. Similar to this, the use of realistic imagery that replicates actual product experiences aids in the perception of authenticity. A brand's perceived authenticity is also increased using emotive appeals that appeal to consumers' nostalgia or need for self-expression, as well as by the practice of being open about the components of its products and the techniques used to make them.

The study by Dwivedi and McDonald also showed that many factors modulated the impact of brand marketing communications on brand authenticity rather than being uniform. These variables include the consumer's level of product engagement, with greater engagement resulting in a greater susceptibility to the influence of brand marketing messages. Consumers who are familiar with a brand, on the other hand, are less susceptible to such messaging. Additionally, customers' cultural backgrounds played a part because people with different cultural origins may have different ideas of what constitutes a genuine brand. They emphasized the need for brand marketers to carefully take a variety of influencing elements into consideration when developing their communication strategy. These factors include the choice of communication channels, the use of reliable sources, and the skillful appeal to the emotions and sense of identity of the customer.

### **2.3.2 Studies in Africa**

Lekhanya et al. (2017) looked into innovation in small and medium-sized businesses (SMEs) that manufacture fast-moving consumer goods (FMCG). They were interested in determining the root causes of the low level of innovation in this sector and evaluating the impact these factors had on the efficiency of the innovation tactics used by SMEs. The final objective was to suggest a cutting-edge strategic approach to deal with the issues impeding innovation within FMCG SMEs in order to foster economic growth in this industry. The research used a mixed-methods approach, collecting data from a sample of 120 FMCG manufacturing SMEs in South Africa using both quantitative and qualitative questionnaires. The Statistical Package for Social Sciences (SPSS) programme (version 23.0) was used to analyse the data. According to the report, South African FMCG SMME firms lacked innovation. This presented difficulties for branding tactics among SMEs in the FMCG industry.

In the context of the paint retailing sector, Dhurup et al. (2014) investigated the interactions between packaging, price, and brand awareness on brand loyalty. Despite the study's focus on the retail paint industry, its conclusions are highly relevant to product branding tactics used in the fast-moving consumer goods (FMCG) market. One important finding was how important packaging is in determining brand loyalty. It emphasized that how a product is visually displayed and packed may have a significant impact on consumer impressions. This is true in the FMCG industry as well, where appealing packaging can influence consumer decisions.

Another important aspect that was raised in the study and examined was price, which showed how it affected brand loyalty. The results highlighted the necessity for FMCG companies to carefully assess their pricing tactics given the market's naturally sensitive consumer base. The study also emphasized the significant impact of brand awareness on brand loyalty, highlighting the significance of establishing and preserving strong brand recognition through marketing and advertising initiatives.

### **2.3.3 Studies in Zambia**

Games (2015) performed a study that examined the fast-moving consumer goods (FMCG) and retail industries in Africa. The report drew conclusions from a thorough literature analysis and interviews with business leaders, including those in Zambia. The study emphasized the critical position of branding as a tactical requirement for FMCG companies operating in the African market. In this competitive market, brands have become a powerful weapon for differentiating products, cultivating client loyalty, and even securing premium prices. The study also highlighted several crucial elements supporting successful branding tactics in the African FMCG sector. FMCG firms were found to need to use local languages and visuals in their branding efforts due to these and other considerations.

This localization strategy was seen to be crucial for building trust with customers across the many African regions. Furthermore, it was discovered that a constant dedication to product quality is a crucial element in winning the trust and cultivating loyalty of customers in Africa. To make their products available to a broad spectrum of consumers, FMCG companies needed to charge competitive pricing. Innovative marketing tactics have emerged as being essential for successfully engaging African consumers. In recognition of the region's rapidly changing digital environment, these tactics went beyond traditional marketing techniques and included cutting-edge techniques like mobile marketing and social media marketing.

### **2.3.4 Synthesis of Reviewed Studies on Product Branding in the FMCG Market**

Despite regional variations, recurring themes show up in all the research. A common theme is the significance of comprehending and adjusting to local settings. Customizing branding

techniques to cultural and market peculiarities is essential, whether it be the usage of local languages in Zambia or the identification of product engagement levels in the UK. Moreover, the research underscores the lack of a universally applicable strategy for branding in the FMCG industry, hence stressing the importance of adaptability and responsiveness to varied consumer environments. The issue of innovation, or lack thereof, comes up in the contexts of South Africa and India. Global trends are consistent with the general need for strategic ways to foster innovation, even though the obstacles may vary. Lastly, the studies as a whole highlight how marketing is changing in the digital era, as evidenced by the focus on creative marketing strategies, such as social media and mobile marketing, throughout Africa.

## **2.4 Studies on Product Branding and Consumer Loyalty in the FMCG Market**

### **2.4.1 Studies outside Africa**

In the context of the fast-moving consumer goods (FMCG) business, Kumar Mishra et al. (2016) provided a thorough examination of the complex relationships between numerous characteristics, including risk aversion, brand trust, brand affect, and customer loyalty. This study's noteworthy conclusions included the observation that risk-averse customers showed a stronger propensity to value brand affect and trust more highly. Practically speaking, these customers were more likely to stick with the brands they had grown to like and trust. Building and maintaining trust is a crucial component of branding strategies in the FMCG industry, and brand trust has emerged as a key factor in determining client loyalty. The study also highlighted the strength of brand affect, a gauge of the emotional bond customers form with brands, in favorably affecting customer loyalty. This brought attention to how emotional branding tactics may foster and strengthen customer loyalty. This study had important repercussions for FMCG businesses. The study shed light on the complex nature of successful branding tactics in the FMCG sector, with a focus on establishing and maintaining consumer trust as well as creating strong emotional bonds. Recognizing the importance of these elements, FMCG companies should strategically incorporate them into their branding strategies to increase client loyalty and successfully negotiate the industry's competitive environment. For FMCG companies looking to strengthen customer loyalty and achieve sustained development in this dynamic market, these insights acted as an invaluable resource.

### **2.4.2 Studies in Africa**

An investigation by Chinomona (2016) was entitled "Brand communication, brand image, and brand trust as antecedents of brand loyalty in Gauteng Province of South Africa." This study examined the elements that affected brand loyalty in South Africa's Gauteng Province. Although the fast-moving consumer goods (FMCG) sector was not the study's primary focus, its findings

are nonetheless relevant to understanding product branding strategies and how they relate to customer loyalty across a range of industries, including FMCG. The main conclusions of the study highlighted a number of important elements. First, it emphasised how important effective brand communication is as a cornerstone of developing customer loyalty. To develop brand identification and communicate brand values, it was discovered that clear and consistent communication methods are essential. This finding is particularly pertinent for the FMCG industry, where product differentiation is crucial. The study also emphasized the significance of a favourable brand image in driving brand loyalty. To build trust and emotional ties with customers, maintaining a positive brand image is crucial. A strong and positive brand image can be a competitive advantage in the FMCG sector, where customers frequently make quick purchasing decisions. Finally, the study emphasized how crucial brand trust is in promoting brand loyalty. According to the study's conclusions, establishing and preserving confidence requires reliable service and constant product quality. Although FMCG branding tactics were not specifically covered by the study, their ramifications for this industry are clear. Successful FMCG branding strategy must include effective brand communication, the development of a positive brand image, and the creation of trust. These factors can have a big impact on client loyalty in a market where consumers make snap decisions and are given many options. Thus, the study provides useful information that FMCG companies can use to improve customer loyalty and brand positioning in this cutthroat environment.

Mashavha (2016) carried out a doctoral research named "Measuring the Influence of Brand Loyalty on Cosmetics Purchase Intentions of South African Female Consumers." They investigated the dynamics of brand loyalty and its effect on female consumers' purchase intentions in the South African cosmetics market. Although the study's major focus was on cosmetics, its findings have wider implications for product branding tactics in the fast-moving consumer goods (FMCG) market and its relationship to consumer loyalty. One of the study's key findings was the correlation between brand loyalty and purchase intentions, showing that customers with high brand loyalty were more likely to plan to buy from the same brand in the future. It emphasised the critical roles that perceived product quality and brand trust play in fostering brand loyalty, particularly in the cosmetics industry. This emphasised how crucial it is to build credibility and guarantee constant quality in FMCG branding tactics, such as cosmetics. The study also explored the emotional bonds that customers developed with cosmetic brands, highlighting the importance of these bonds in influencing brand loyalty. FMCG businesses might extrapolate from this information to emphasise the value of emotional branding tactics to increase client loyalty. Additionally, it was shown that a key element in developing brand loyalty is customer happiness, with satisfied customers displaying higher levels of loyalty. This

highlighted how crucial it is for FMCG branding efforts to focus on satisfying consumer wants and providing a great customer experience.

### **2.4.3 Studies in Zambia**

The title of Nsabika's PhD dissertation, "The Effectiveness of Advertising Boom Brand on Consumer Brand Preference," was conducted in 2020. They concentrated on how branding choices were shaped by advertising. Although the fast-moving consumer goods (FMCG) sector was not the study's primary focus, its findings provide insightful information about product branding strategies and their possible links to customer loyalty across a range of industries, including FMCG. The study highlighted the crucial part that advertising plays as an essential part of branding initiatives. It has been discovered that successful advertising campaigns can alter consumer perceptions of a company's attributes and increase brand recall and brand recognition. These findings are pertinent to FMCG businesses trying to build a strong market position because they highlight the significance of visibility and customer perception in this industry. The research also investigated the relationship between customer brand choice and advertising activities. It was suggested that effectively conducted advertising efforts can boost customer brand preference. Effective advertising tactics can significantly affect brand preference in the FMCG sector, where product exposure and perceived quality frequently influence consumer choices. Although consumer loyalty was not a specific topic of the study, its ramifications in this area are obvious. Effective advertising can help develop brand loyalty over time when combined with other branding tactics including product quality, packaging, pricing, and customer service. FMCG companies may use this information to create thorough branding strategies that can increase brand preference and, in the end, promote client loyalty in a cutthroat market.

### **2.4.4 Synthesis of Reviewed Studies on the relationship**

The studies covered offer insightful information about branding tactics, brand loyalty dynamics, and their effects on the fast-moving consumer goods (FMCG) industry in several locations, including outside of Africa. The research emphasizes the significance of trust, emotional connection, proficient communication, and advertising in FMCG branding tactics. The results offer significant insights for businesses looking to improve brand loyalty in the fiercely competitive and ever-evolving FMCG industry.

## **2.5 Theoretical Framework**

### **2.5.1 Brand Equity Theory**

According to this hypothesis, a brand's equity strength directly affects client loyalty (Akpoviroro et al., 2020). According to Boggi (2014), brand equity includes a company's reputation,

associations with consumers, and perceived value. This idea states that consumers trust and prefer brands with a good reputation and perceived value, which leads to stronger customer loyalty (Kotler & Keller, 2016). Brand awareness, brand associations, perceived quality, and brand loyalty are important elements of brand equity (Fortunato et al., 2014).

### **2.5.2 Social Identity Theory**

According to social identity theory, people should identify with brands that reflect their individual or social group identities (Brogi, 2014). According to Dawes et al. (2015), consumers are more likely to remain loyal to brands that align with their beliefs, lifestyles, and self-perception. Customers are more likely to display brand loyalty when they believe a brand is consistent with their identity or group connection (Brogi, 2014). According to this idea, branding methods that target consumer segments and foster a sense of identity or belonging with the brand are crucial (Dhurup et al., 2014).

### **2.5.3 Behavioral Loyalty Theory**

According to behavioral loyalty theory, rather than depending only on attitudinal measures, customer loyalty is demonstrated through observable behaviors, actions, and repeat purchase patterns (Curleigh, 2014). It implies that the most important markers of a customer's loyalty are their regular business and their repeated interactions with a brand or product over time. Behavioral loyalty theory sheds light on the respondents' reported long customer tenures and high purchase frequencies in the context of this BigTree Beverages study in Zambia's FMCG industry (Akpoviro, Amos, Oladipo, & Adewale, 2020).

## **2.6 Conceptual Framework**

The study was based on the following identified variables.

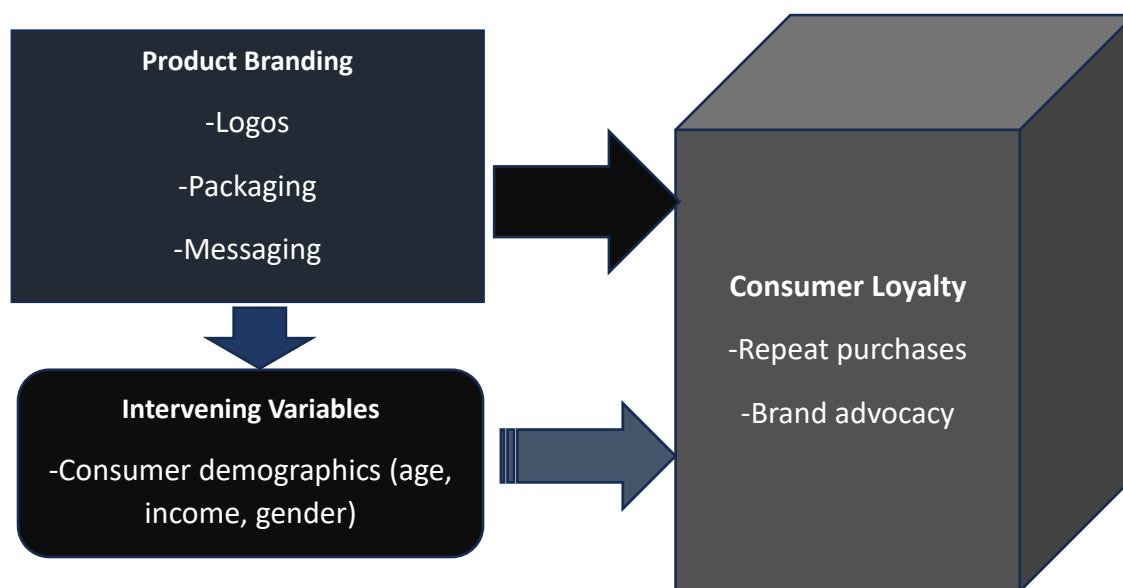
**Independent Variables:** Branding strategies (e.g., logos, packaging, messaging).

**Dependent Variables:** Consumer loyalty metrics (e.g., repeat purchase rate, brand advocacy).

**Control Variables:** Consumer demographics

The diagram below demonstrates the conceptual framework for the study.

**Figure 1 Study Conceptual Framework**



Source: Compiled from the Literature

## 2.7 Gaps in the Literature

The studies reviewed in this chapter indicate that there is a high level of interest in product branding and its potential effects on customer loyalty in the FMCG sector. However, the studies reviewed show lack of depth in specifically addressing the question of the association between different elements of product branding and customer loyalty outcomes in the beverages segment of the FMCG market. There is need to explore how product branding elements like logos, packaging, messaging, are associated with consumer loyalty metrics such as repeat purchase rate and brand advocacy. This is particularly the case in the under-researched Zambian context where local products typically face challenges in competing against imported brands as noted by Mweemba et al(2022). The study addresses the identified gaps by being based on a suitable conceptual framework as shown in the previous section.

## 2.8 Chapter Summary

This chapter has reviewed the related literature and theories on the effect of product branding on customer loyalty. The review has supported the development of the relevant conceptual framework. It has also helped identify the gaps in the literature that future research such as the current study, may seek to address. The review has also demonstrated the methodological approaches applied by researchers in this area. The latter are important for the development of the methodology that was applied for the study as outlined in Chapter 3.

## CHAPTER 3: RESEARCH METHODOLOGY

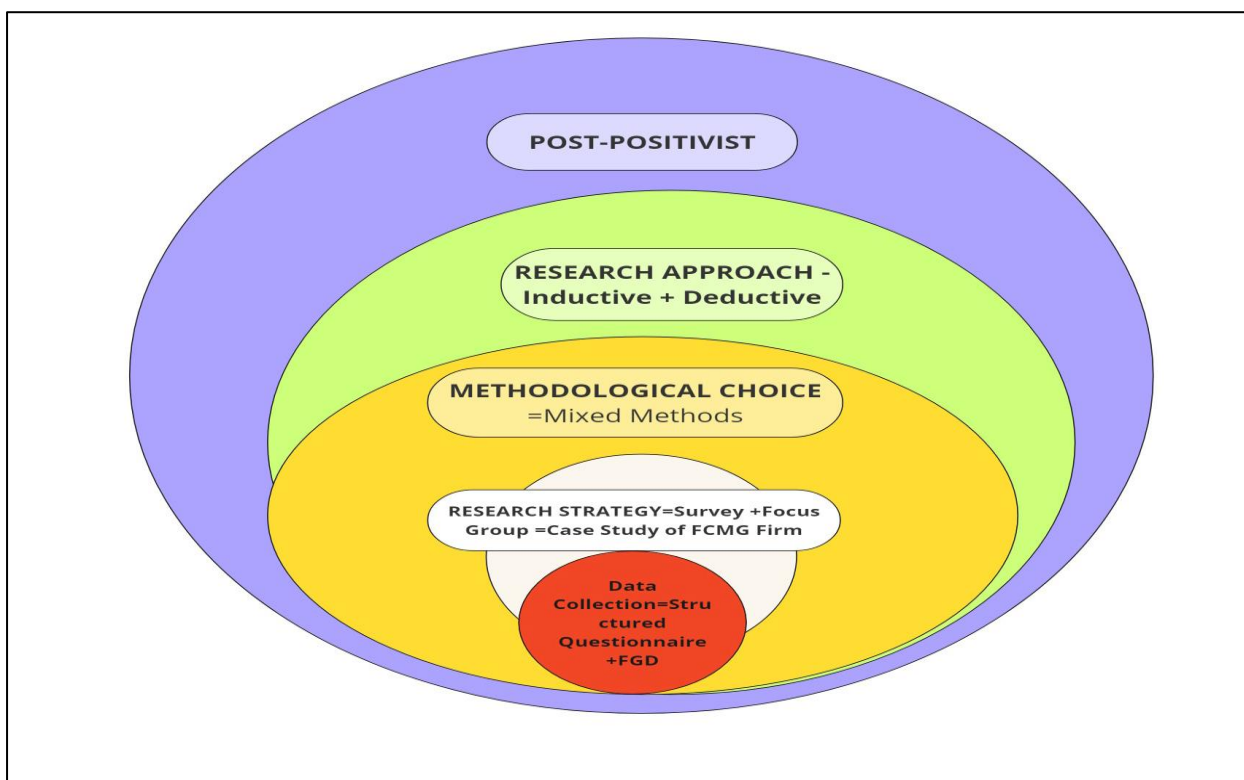
### 3.1 Introduction

This study was conducted to investigate the association between product branding and consumer loyalty in the FMCG sector based on a case study of BigTree Beverages(Z) Limited. In the previous chapter, review of the related literature was conducted. The previous chapter also introduced the conceptual framework for the study. In chapter 3, the focus is on the research methodology used to help deal with the practicalities of meeting the research objectives.

### 3.2 Research Onion

Saunders et al. (2012) established the metaphorical concept of the "research onion," which aids researchers in methodically organizing and structuring the various layers of research technique. The layers go from the outermost layer, which stands for the philosophical position, to the innermost layer, which deals with particular methods for gathering and analyzing data. For this study, the research philosophy was post-positivist which begins with assumptions of an objective reality that is observable in relation to product branding and customer loyalty but then proceeds to acknowledge that subjective realities are also important in advancing knowledge of the research area (Hammersley, 1993). Thus, the study applied a mixed methods research strategy that relied on data collected from structured questionnaires to test hypotheses and Focus Group Discussion to address research questions. This supported triangulation of findings.

**Figure 2 Research Onion Diagram**



**Source:** Adapted from Saunders et al. (2012)

### **3.3 Research approach**

The research adopted a quantitative case study approach, focusing on BigTree Beverages (Z) Limited as the central case. This approach allows for an in-depth exploration of the research questions and hypotheses within the specific context of the chosen company (Yin, 2012). It involved data collection from BigTree Beverages (Z) Limited's customers.

### **3.4 Strategy justification**

#### **3.4.1 Research paradigm**

The study was underpinned by a positivist research paradigm. In this paradigm, the researcher relies on objective measurement of variables of interest and uses this information to draw conclusions about the state of the world (Aliyu, Bello, Kasim, & Martin, 2014). In other words, the researcher did not manipulate reality but merely captured or observed requisite data to address the research questions.

#### **3.4.2 Inductive approaches**

In research, inductive approaches are aimed at developing theories based on empirical insights (Woiceshyn & Daellenbach, 2018). The study applied this approach based on insights from focus group discussion data. However, this approach was mainly to support triangulation of findings from the main structured deductive approach taken by the study.

#### **3.4.3 Deductive approaches**

The research approach justifies the use of deductive research. In deductive research, researchers start with established theories or hypotheses and test them using empirical data (Aliyu, Bello, Kasim, & Martin, 2014). In other words, they use established theories to develop expected outcomes of empirical observation and then use actual data to evaluate the extent to which the data is aligned with expectations. The study therefore employed deductive approaches as the developed hypotheses are aligned with already existing theoretical directions in the field of marketing management.

#### **3.4.4 Time horizon**

The study was conducted from October 2023 to December 2023. This ensured sufficient time for collection of requisite data and analysis of results.

### **3.5 Sampling frame**

The sampling frame or study population comprised all the consumers of BigTree Beverages products in Zambia. This population is accessible from retail outlets and the company's social

media pages. However, there is no readily accessible complete listing of these consumers that could be used in the sampling process.

### **3.6 Sample size and Sampling**

A sample size estimation procedure was applied to estimate the numbers of BigTree Beverages consumers to include in the sample. Based on an assumption of a 95% confidence interval for parameter estimates and an unknown population size, the sample size was estimated as follows.

$$n = z^2 * \frac{p(1-p)}{e^2} = 1.96^2 * \frac{0.25(1-0.25)}{0.05^2} = 288.12$$

Where:

n = required sample size

z = z-score corresponding to the desired confidence level (for a 95% confidence interval, the Z-score is approximately 1.96)

p = estimated proportion of the population that possesses the characteristic of interest in this case proportion of consumers who may be assumed to be loyal (0.25)

e=margin of error

Sampling was done by a convenience sampling method that used leads from social media and distributors of BigTree Beverages products to identify and recruit study participants.

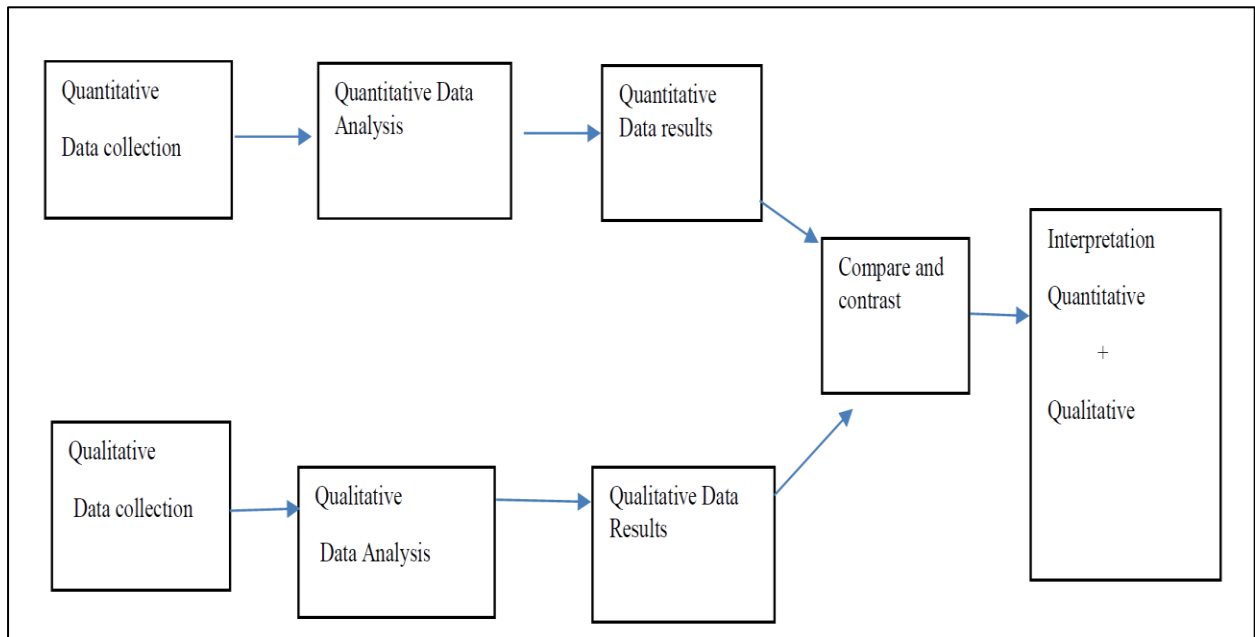
### **3.7 Data collection**

Data for the study was collected using structured questionnaires. The questionnaires were distributed at outlets that sell BigTree Beverages products and were also made available online to afford respondents in geographically dispersed locations chance to take part in the study. The social media pages of the company were helpful in recruiting study participants from different parts of the country given the nationwide nature of the study and the distribution of the company's products to a nationwide customer base. The same strategy was used to identify individuals who took part in the focus group discussion.

### **3.8 Data analysis and Triangulation Strategy**

The study data was analyzed using SPSS 16.0 software. The software was used to compute descriptive statistics and to generate tables and charts for data presentation purposes. The software was also used to compute correlation coefficients to evaluate associations between customer loyalty measures and specific product branding elements. While the main study was quantitative in nature, a focus group discussion amongst 5 consumers of BigTree Beverage

products was used to collaborate or challenge findings from the quantitative study as a triangulation strategy. The discussion was conducted on WhatsApp through voice notes and texts. The transcript of for the discussion, conducted over a two-day period, is included in the appendices. Based on guidance from Cresswell (2014), the quantitative and qualitative analysis was triangulated using the convergent approach seeking to compare and contrast findings from each aspect of the study to ensure more robust overall study conclusions (Locke, 2007). The diagram below illustrates the approach.



Source: Mukosa(2022)

### 3.9 Reliability

The study's reliability may have been compromised due to the absence of a complete consumer listing for sampling, which posed a challenge in ensuring the representativeness of the sample. To mitigate this, an exhaustive search and verification process, encompassing both retail outlets and the company's online presence, was meticulously executed to identify potential participants. Additionally, to maintain the study's reliability, any deviations from the calculated sample size estimate were judiciously justified and transparently reported, thereby upholding the rigor and credibility of the research findings.

### 3.10 Validity and Generalizability

The study has strong internal validity through its use of established theories and hypotheses. However, potential limitations related to the specific case focus should be acknowledged. External validity may be limited due to the study's concentration on BigTree Beverages Limited, potentially reducing generalizability to other FMCG companies or regions. Construct and content validity are supported by rigorous measurement techniques and alignment with research

aims, while face validity is ensured through theory-based research objectives. Criterion validity can be assessed by comparing findings to industry benchmarks.

### **3.11 Ethical issues**

#### **3.11.1 Accessibility**

The study was conducted in English with the data collection instrument only being available in this language. No efforts were made to convert the data collection instrument into forms suitable for the visually impaired due to cost factors.

#### **3.11.2 Research Ethics**

The study ensured full adherence to research ethics. Respondents' informed consent was secured prior to their participation in the study. The study also ensured that respondents were protected in terms of anonymity and in terms of not being subjected to any form of intended or unintended psychological or physical harm.

### **3.12 Chapter summary**

This chapter has highlighted the key methodological choices as applied to operationalize this study. The chapter offers justifications for the research methods and tools that were used to ensure the study was able to meet its stated objectives.

## CHAPTER 4: FINDINGS AND ANALYSIS

### 4.1 Introduction

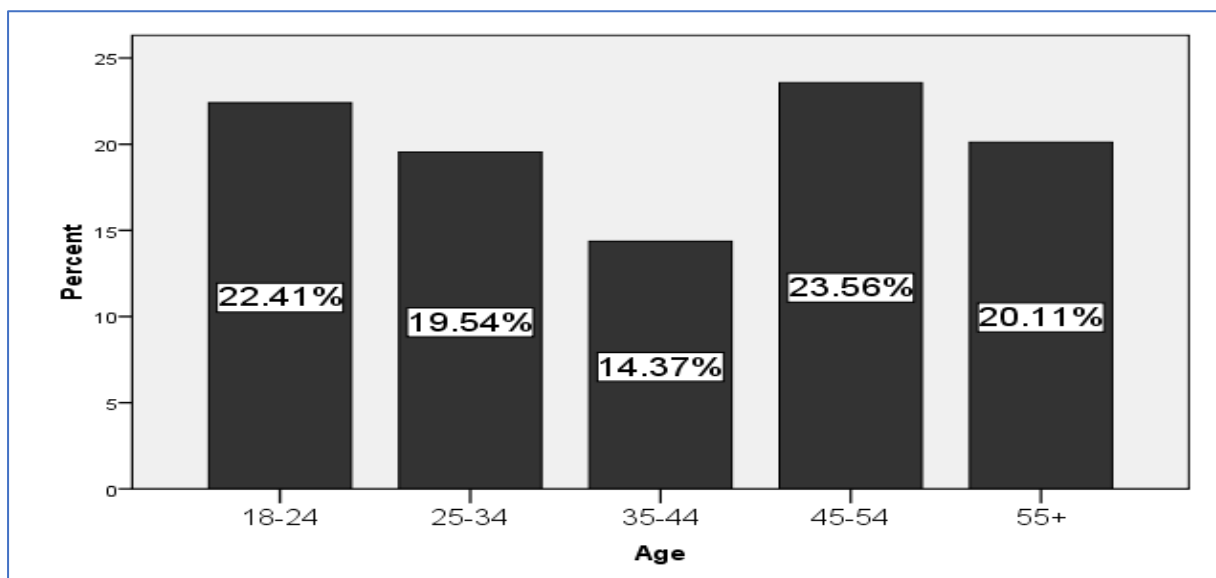
The aim of this study was to investigate the association between product branding and consumer loyalty in the FMCG sector based on a case study of BigTree Beverages(Z) Limited. To this end, methodological choices as highlighted in Chapter 3 were made including the use of a structured questionnaire to ease the data collection and analysis processes. The target sample size for the study was 288 respondents. However, only 174 respondents were able to successfully complete the questionnaires in time for the final data analysis phase. This represented a response rate of 60.42%. Incomplete questionnaires were filled in to reduce the problem of missing values in the data analysis processes. In chapter 4, the findings of the study are presented and discussed. The findings are laid out in accordance with the research questions that the study was designed to address. However, the presentation of findings begins with the profiles of study respondents.

### 4.2 Profiles of respondents

#### 4.2.1 Age Groups

Figure 3 below shows the age distribution of respondents. The modal age group amongst the study participants was the 45-54 years category (23.56%). This was followed in terms of frequency by the 18-24 years age group (22.41%). The least represented age group was the 35-44 years class (14.27%). The distribution suggested broad appeal of products across age groups.

**Figure 3 Respondent Ages (Years)**

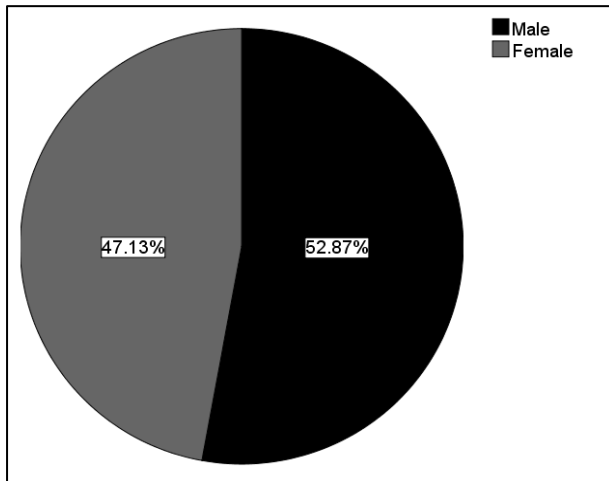


Source: Researcher (2023)

#### 4.2.2 Gender

Figure 4 provides the analysis of respondents according to gender. Male respondents were the larger proportion of the sample (52.87%) relative to female respondents (47.13%). The results in this regard also suggest that BigTree Beverages products appeal across genders.

**Figure 4 Respondent Gender**



Source: Researcher (2023)

#### 4.2.3 Occupation

Figure 5 provides analysis of respondents based on occupation at the time of the study. Respondents identifying as students were 21.84% which was the highest category amongst study participants. This was followed by respondents who indicated that they were retired (19.54%) and those in employment (18.39%). Respondents in the unemployed category were the least represented (12.07%).

**Figure 5 Respondents Occupations at time of Study**

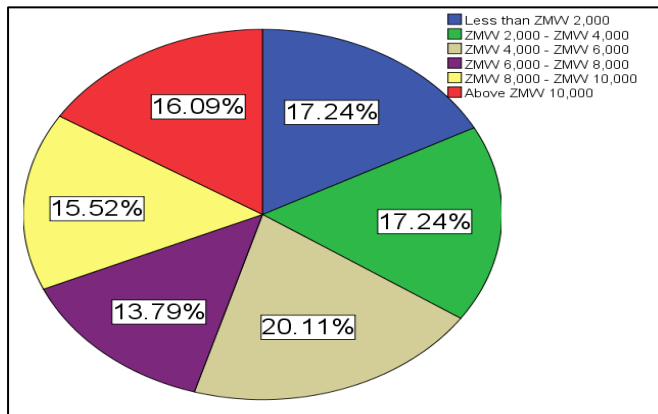


Source: Researcher (2023)

#### 4.2.4 Income (Monthly)

Figure 6 below provides an overview of respondents according to monthly incomes. The modal monthly income category was ZMW4,000 to ZMW6,000 (20.11%). This was followed by respondents with monthly incomes in the range less than ZMW2,000 (17.24%) like those in the range ZMW2,000 to ZMW 6,000.

**Figure 6 Respondents Analysis Based on Monthly Incomes**



Source: Researcher (2023)

### 4.3 Customer Loyalty Measures for BigTree Beverages Products

#### 4.3.1 Purchase Frequency

As noted by various studies in the FMCG market, purchase frequency is a critical measure of customer loyalty as identified by Morkūnas & Grišmanauskaitė(2023). Data in Table 1 shows the distribution of respondents according to their purchase frequencies of BigTree Beverages products as a measure of customer loyalty. This measure was useful as an indication of loyalty in the FMCG context. Cumulatively 50.0% of respondents indicated that they purchase the company’s products daily (24.7%) or weekly (25.3%). On the other hand, 24.7% also indicated 2-3 times per month purchases of the company’s products while a further 25.3% indicated once a month purchase. The data showed strong levels of loyalty to the brand in this case.

**Table 1 Purchase Frequencies as Customer Loyalty Measures**

		Frequency	Percent	Valid Percent	Cumulative %
Valid	Daily	43	24.7	24.7	24.7
	Weekly	44	25.3	25.3	50.0
	2-3 times a month	43	24.7	24.7	74.7
	Once a month	44	25.3	25.3	100.0
	Total	174	100.0	100.0	

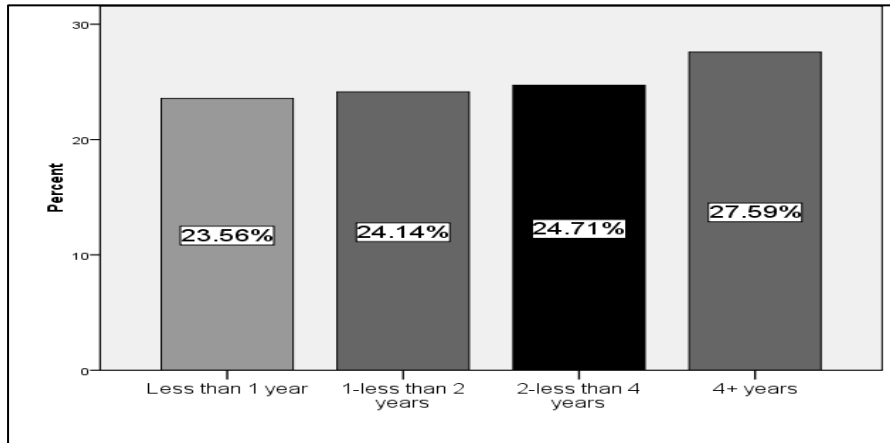
Source: Researcher (2023)

#### 4.3.2 Years as a Consumer of BigTree Beverages Products

A record of purchasing a specific product over many years is still the most recognized measure of customer loyalty (Akpoviroro, Amos, Oladipo, & Adewale, 2020). Figure 7 shows the

distribution of respondents according to the years they considered themselves as having been consumers of BigTree Beverages products. The modal group was the 4+ years of consuming BigTree Beverages products (27.59%). This was followed by respondents who had been consumers of the company’s products for 2-less than 4 years (24.71%). Only 23.56% of respondents had been consumers of the products for less than a year.

**Figure 7 Consumption History**



Source: Researcher (2023)

### 4.3.3 Recommendation Likelihood

Studies have also noted that brand advocacy stands as an important indicator of loyal customers (Chinomona, 2016). Data in Table 2 shows the results in relation to the extent to which respondents indicate that they would recommend the company’s products to others. As the data shows, only 20.7% of respondents indicated that they were not at all likely to recommend the company’s products to others. This was matched (20.7%) by those that indicated that they were slightly likely to do so. The lowest frequency was related to respondents who indicated that they had moderate likelihood of recommending the company’s products to others (17.2%). There were 20.1% of respondents who indicated that they were likely to recommend the company’s products while a further 21.3% indicated that they were very likely to recommend them.

**Table 2 Respondent Likelihood of Recommending BigTree Beverages Products**

		Frequency	Percent	Valid Percent	Cumulative %
Valid	Not at all likely	36	20.7	20.7	20.7
	Slightly likely	36	20.7	20.7	41.4
	Moderately likely	30	17.2	17.2	58.6
	Likely	35	20.1	20.1	78.7
	Very likely	37	21.3	21.3	100.0
	Total	174	100.0	100.0	

Source: Researcher (2023)

#### 4.3.4 Brand Advocacy

Table 3 shows the data that was collected in relation to brand advocacy as a measure of customer loyalty for BigTree Beverages products. Overall, 42.0% of respondents provided negative views in this regard. However, 21.3% of respondents were unsure. The table also shows that 19.5% of respondents would probably take part in brand advocacy for BigTree Beverages products while 17.2% indicated that they would engage in brand advocacy for the company's products.

**Table 3 Distribution of Respondents according to Brand Advocacy Tendencies**

		Frequency	Percent	Valid Percent	Cumulative %
Valid	Definitely not	39	22.4	22.4	22.4
	Probably not	34	19.5	19.5	42.0
	Unsure	37	21.3	21.3	63.2
	Probably	34	19.5	19.5	82.8
	Definitely	30	17.2	17.2	100.0
	Total	174	100.0	100.0	

Source: Researcher (2023)

#### 4.3.3 Overall Assessment of Customer Loyalty Level for BigTree Beverages Brand

To test the hypothesis regarding the level of customer loyalty for the company's products amongst respondents, tests of significance of proportions of respondents were used. For example, a 2021 Gartner report estimated that loyal customers make up 20% of a typical company's customer base but generate 80% of its revenue. Using this threshold as the minimum, results of hypothesis tests are presented below in the case of BigTree Beverages for each of the three metrics that were used for this study to gauge customer loyalty. Results in Table 4 show the results of the evaluation of the statistical significance of the customer purchase frequency as a measure of loyalty, the most loyal customers being those making purchases of the company's products more than once a month. Based on data in Table 1, only 25.3% of respondents had indicated purchasing the company's products just once a month with a cumulative 74.7% indicating a monthly purchase frequency of more than once. Table 4 shows the results of the test. The z-test statistic of 18.04 had a p-value of 0.0001, indicating that the proportion of respondents with more than 1 purchase per month of the company's was significantly higher than the 20% minimum suggested by the Gartner report.

**Table 4 Test of Significance of Purchase Frequency Based Loyalty Measure**

	Category	N	Obs. Prop.	Test Prop.	Asymp. Sig. (1-tailed)
Group 1	Purchases > once per month	130	0.747	.20	.0001
Group 2	Purchases=once per month	44	0.253		
Total		174	1.00		

Source: Researcher (2023)

Table 5 shows the results of the test of hypothesis of the significance of the proportion of respondents who had been consumers of the company’s products for at least 4 years; a period long enough to assume significant market developments such as introduction of new brands that could attract consumer spending away from BigTree Beverages products. The test proportion of 25% or 0.25 was used, the alternative hypothesis being that the actual proportion had fallen significantly below this value. The results of the test indicated that a null hypothesis of a proportion of 25% of respondents surviving for more than 4 years as consumers of the company’s products could not be rejected based on the evidence.

**Table 5 Significance of Longevity Proportion as Customer Loyalty Measure**

	Category	N	Obs	Test Prop.	Asymp. Sig. (1-tailed)
Group 1	Consumers -4+ years	48	0.276	.25	.7858
Group 2	Consumers =< 4 years	126	0.724		
Total		174	1.00		

Source: Researcher (2023)

Therefore, the results in Tables 4 and 5 indicated that sampled consumers of BigTree Beverages products were significantly loyal considering patterns that can be expected in the highly competitive FMCG market.

#### 4.4 Examination of BigTree Beverages Product Branding Strategies

##### 4.4.1 Respondent Perceptions of General Elements of Products

Attraction to a brand is a multifaceted phenomenon that is difficult to explain based on a single marketing effort metric (Jit Singh Mann & Kaur, 2013). The second research question for this study was stated as “*What are the branding strategies employed by BigTree Beverages (Z) Limited, and their potential role in consumer purchasing decisions?*”. Hence, the study collected data to establish how influential the product branding strategies could be vis-à-vis the choices made by respondents. Table 6 shows data on what elements of the company’s product branding respondents closely aligned with. Product quality (16.7%), competitive pricing (14.9%), brand image and reputation (14.4%) emerged as the most recognizable individual elements of the company’s products in the minds of respondents.

**Table 6 Elements affiliated with Product Branding for BigTree Beverages/Loyalty Factors**

		Freq.	Percent	Valid %	Cumulative %
Valid	Product quality	29	16.7	16.7	16.7
	Brand image and reputation	25	14.4	14.4	31.0
	Competitive pricing	26	14.9	14.9	46.0
	Promotions and discounts	20	11.5	11.5	57.5
	Product design and functionality	23	13.2	13.2	70.7
	Advertising & social media presence	23	13.2	13.2	83.9
	Other	28	16.1	16.1	100.0

	Total	174	100.0	100.0
--	-------	-----	-------	-------

Source: Researcher (2023)

#### 4.4.2 BigTree Beverages Logo Recognition

Respondents were asked to indicate whether they could easily recognize the BigTree Beverages products brand logo. Two of the logos for the products of the company are shown in the image below.

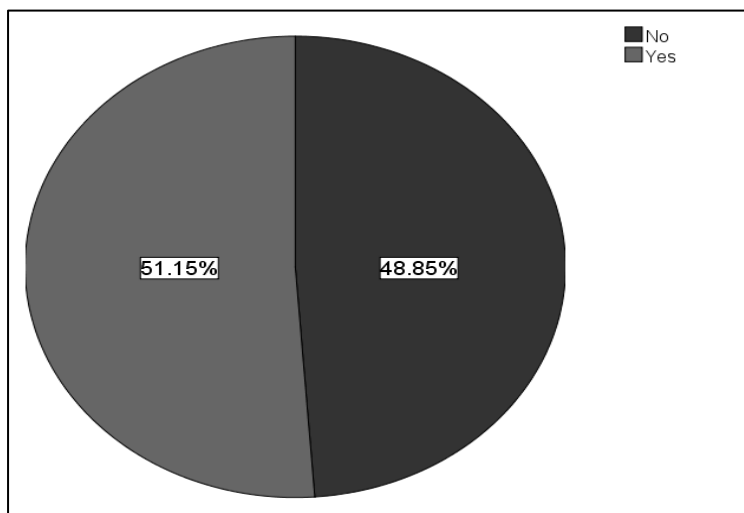
#### Illustration: BigTree Beverages Product Logos



Source: Company Website

Figure 8 shows the results that were obtained. The data in the figure shows that 48.85% of respondents indicated that they could not recognize the BigTree Beverages products brand logo. The higher proportion of 51.15% indicated that they could recognize the product logo. However, in terms of statistical significance, the proportion either way was not statistically significant. In other words, the evidence in this regard suggested that the company’s product logo may not be an important consideration in the purchasing evaluation processes of consumers.

**Figure 8 Respondent Recognition of BigTree Beverages Product Logo**



Source: Researcher (2023)

#### 4.4.3 BigTree Beverages Packaging Impact

Respondents were asked to indicate the extent to which they felt that product packaging for BigTree Beverages products impacted their decision-making processes vis-à-vis purchases or otherwise of the products. Table 7 provides the results that were obtained. Cumulatively, 36.8%

of respondents considered the packaging of the company’s products as having little or no impact on their decision making, vis-à-vis purchase or otherwise of the products. In other words, 63.2% of respondents moderately to very significantly considered product packaging in their evaluations of decisions relating to purchases of the products.

**Table 7 Product Packaging Impact**

		Frequency	Percent	Valid Percent	Cumulative %
Valid	Not at all	34	19.5	19.5	19.5
	Slightly	30	17.2	17.2	36.8
	Moderately	30	17.2	17.2	54.0
	Significantly	35	20.1	20.1	74.1
	Very significantly	45	25.9	25.9	100.0
	Total	174	100.0	100.0	

Source: Researcher (2023)

#### 4.4.3 BigTree Beverages Brand Message Consistency/Effective

Branding that focuses on providing a consistent message and value proposition to the target market is likely to be more successful than the case where the opposite is true (Ozdemir, Zhang, Gupta, & Bebek, 2020). Table 8 shows data in relation to whether respondents felt that the brand message across BigTree Beverages products was consistent. Cumulatively, 40.8% of respondents considered the message from the brand to be very inconsistent (19.0%) or inconsistent (21.8%). In contrast, 59.2% of respondents either took a neutral view (17.2%) or considered the message from the brand to be consistent (22.4%) or very consistent (19.5%).

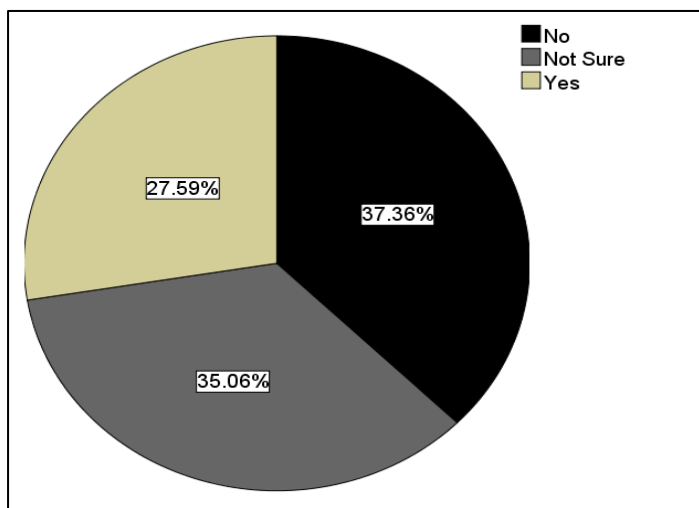
**Table 8 Brand Message Consistency**

		Frequency	Percent	Valid Percent	Cumulative %
Valid	Very inconsistent	33	19.0	19.0	19.0
	Inconsistent	38	21.8	21.8	40.8
	Neutral	30	17.2	17.2	58.0
	Consistent	39	22.4	22.4	80.5
	Very Consistent	34	19.5	19.5	100.0
	Total	174	100.0	100.0	

Source: Researcher (2023)

Figure 9 shows the results that were obtained on the question of whether respondents considered the messaging relating to the brand to be effective. Figure 8 shows the results that were obtained. The results in the figure indicate that only 27.89% of respondents felt that the brand messaging was effective in influencing their purchasing decisions or otherwise for the products. In contrast, 37.36%, the modal category, provided negative responses in this regard. A further 35.06% of respondents were not sure. The overall picture was that messaging around the brand was not effective.

**Figure 9 Brand Messaging is Effective**



Source: Researcher (2023)

#### 4.4.5 Most Appealing Product Branding Elements

The multifaceted nature of branding strategies suggests the possibility that targeted customers may consider different aspects of branding differently in terms of appeal (Ghoshal, 2016). On the question of the specific product branding elements that respondents felt were appealing, Table 9 shows the results that were obtained. Packaging design was identified as the most appealing element of the company’s product branding by 25.3% of the respondents (the modal category). This was followed by brand taglines and messaging (20.1%). Logos (15.5%) were third in terms of prominence amongst aspects of product branding appeal that respondents most identified with. Social media presence (12.2%) and brand ambassador involvement (11.5%) were the least represented. These results suggested that the three main product branding elements adopted for this study (i.e., -Logos, -Packaging and-Messaging) were recognizable and appealing elements to respondents.

**Table 9 Aspects of Product Branding Appealing to Respondents**

	Area	Freq.	Percent	Valid %	Cumulative %
Valid	Logos	27	15.5	15.5	15.5
	Packaging design	44	25.3	25.3	40.8
	Brand taglines and messaging	35	20.1	20.1	60.9
	Brand ambassador involvement	20	11.5	11.5	72.4
	Social media presence	23	13.2	13.2	85.6
	Other	25	14.4	14.4	100.0
	Total	174	100.0	100.0	

Source: Researcher (2023)

#### 4.4.6 Alignment of Product Branding with Personal Preferences

Ultimately, product branding is intended to appeal to preferences of individual customers implying that FCMG companies that align branding with such preferences will be more effective

than those that fail to achieve such alignment (Mashavha, 2016). Table 10 below shows the data that was collected on whether the product branding strategies of BigTree Beverages aligned with the personal preferences of respondents as consumers of the company’s products. Cumulatively, 29.9% of respondents felt that there was extreme misalignment or partial misalignment between the company’s product branding and their personal preferences. On the other hand, 25.9% of respondents indicated that there was somewhat of an alignment. The results indicated high levels of agreement that there was alignment between the strategies and the personal preferences of respondents.

**Table 10 Degree of Alignment between branding and Personal Preferences**

		Frequency	Percent	Valid Percent	Cumulative %
Valid	Extremely misaligned	21	12.1	12.1	12.1
	Partly misaligned	31	17.8	17.8	29.9
	Somewhat aligned	45	25.9	25.9	55.7
	Well aligned	45	25.9	25.9	81.6
	Very Well aligned	32	18.4	18.4	100.0
	Total	174	100.0	100.0	

Source: Researcher (2023)

#### **4.5 Correlation between product branding and customer loyalty**

##### **4.5.1 Logos and Customer Loyalty**

A well-designed logo, as a visual representation of a brand, can communicate the essence of a product or company without saying a word and consequently keep customers loyal to a specific product (Brogi, 2014). Table 11 shows the data that was collected in relation to assessment of whether there was association between logos for BigTree Beverages products and repeat purchases as a measure of customer loyalty. The analysis involved assessing the correlation between the two variables; customer loyalty as repeat purchase likelihood and logo recognition as a measure of the role of logos in the decision making of consumers vis-à-vis purchases of the product.

Table 11 shows the data that was collected in relation to direct assessment of whether there was association between logos for BigTree Beverages products and repeat purchase frequency as a measure of customer loyalty. The results in the table indicate weak positive correlation (correlation coefficient=0.038) but statistically insignificant (p-value=0.308). Therefore, although the coefficient was in the direction expected, i.e., higher brand recognition driving higher frequency of repeat purchases, the evidence was not statistically compelling.

**Table 11 Correlation between Logo Recognition and Repeat Purchase Frequency**

		Repeat Purchase Frequency
Logo Recognition	Pearson Correlation	.038

	Sig. (1-tailed)	.309
	N	174

Source: Researcher (2023)

Table 12 shows data on the correlation between consumer purchase history as an alternative measure of customer loyalty and logo recognition as a proxy for the effectiveness of use of this product branding strategy. The correlation coefficient was positive 0.546 with a p-value of 0.80 implying statistical significance at the 10% level. In other words, the results indicated that stronger ability to identify or recognize the logo for the company’s products coincided with customer loyalty in terms of longevity as consumers of BigTree Beverages products.

**Table 12 Correlation-Logo Recognition and Years as BigTree Beverages Customer**

		Logo Recognition
Years Consumer	Pearson Correlation	.546
	Sig. (1-tailed)	.080
	N	174

Source: Researcher (2023)

Table 13 shows correlation between recommendation likelihood as a measure of customer loyalty and logo recognition as an indication of the efficacy of the product branding efforts of the company from a uniqueness of outward appearance perspective.

The results were weak positive correlation that was also statistically insignificant given a p-value of 0.320. In other words, while logo recognition on the part of respondents tended to occur generally with greater likelihood that respondents would make recommendations of the company’s products to others, the evidence in this regard was not strong or compelling statistically.

**Table 13 Correlation between Logo Recognition and Recommendation Likelihood**

	Logo Recognition
Rec likelihood	.036
	.320
	174

Source: Researcher (2023)

#### 4.5.2 Packaging and Customer Loyalty

Customer loyalty can be significantly impacted by product packaging (Kotler & Keller, 2016). Packaging in particular has the power to affect how customers feel about a brand, what they plan to buy, and whether or not they will repurchase a product (Watanabe, Iwasaki, & Nakatani, 2021; Kim & Jin, 2012). Table 14 shows the data that was collected in to assess whether there was association between messaging for BigTree Beverages products and repeat purchase frequency as a measure of customer loyalty. The correlation coefficient that was computed was 0.051 while

the p-value for 0.251 indicating a statistically insignificant result. Higher rating of packaging as a product branding strategy was therefore coinciding with high repeat purchase frequencies but not in a statistically compelling manner.

**Table 14 Correlation between Packaging and Repeat Purchase Frequency**

		Repeat Purchase Frequency
Packaging Impact	Pearson Correlation	.051
	Sig. (1-tailed)	.251
	N	174

Source: Researcher (2023)

Table 15 shows the results of the correlation analysis between packaging impact and length of years as a consumer of BigTree Beverages products. The result was a correlation coefficient of 0.652 with p-value of 0.097. Therefore, a higher impact of packaging on purchasing decisions of respondents also entailed longer years as consumers of BigTree Beverages products.

**Table 15 Correlation-Packaging Impact & Years of Consumption**

		Packaging Impact
Years Consumer	Pearson Correlation	.652
	Sig. (1-tailed)	.097
	N	174

Source: Researcher (2023)

Table 16 shows the correlation analysis between packaging impact and respondent likelihood of recommending the products of BigTree Beverages to others. The coefficient was -0.022 with p-value 0.386, indicating that the observed result was statistically insignificant.

**Table 16 Correlation-Packaging Impact & Recommendation Likelihood**

		Packaging Impact
Rec likelihood	Pearson Correlation	-.022
	Sig. (1-tailed)	.386
	N	174

Source: Researcher (2023)

#### 4.5.3 Messaging Effectiveness and Customer Loyalty

Product messaging is not just about features and benefits but about communicating the value that a product is intended to represent to the target market (Curleigh, 2014). Table 17 shows the significance test for the correlation coefficient between the messaging effectiveness of BigTree Beverages' product branding and customer loyalty measured by the frequency of purchases. The correlation coefficient of +0.177 was statistically significant at the 5% level with a p-value of

0.010. Therefore, the more impactful respondents considered the messaging around the BigTree Beverages brand, the more likely they would be expected to be to make more frequent purchases of its products.

**Table 17 Correlation-Messaging Effectiveness and Purchase Frequency**

		Messaging Effectiveness
Purchase frequency	Pearson Correlation	.177
	Sig. (1-tailed)	.010
	N	174

Source: Researcher (2023)

Table 18 shows the significance test for the correlation coefficient between the messaging effectiveness of BigTree Beverages’ product branding and customer loyalty measured by respondent years as consumers of the company’s products. The correlation coefficient of 0.067 with a p-value of 0.188 was statistically insignificant. In other words, respondents considering the messaging as part of BigTree Beverages product branding strategy to be effective would not entail a higher likelihood of them having been consumers of the products for longer periods in years.

**Table 18 Correlation-Messaging Effectiveness and Years as Consumer**

		Messaging Effectiveness
Years Consumer	Pearson Correlation	.067
	Sig. (1-tailed)	.188
	N	174

Source: Researcher (2023)

Table 19 shows the significance test for the correlation coefficient between the messaging effective of BigTree Beverages’ product branding and customer loyalty measured by the likelihood of respondents recommending the products to others. The results showed a positive statistically significant correlation of 0.119 with p-value 0.090. This suggested that respondents who considered the messaging around the brand to be effective would also be more likely to recommend the company’s products to others.

**Table 19 Correlation-Messaging Effectiveness and Recommendation Likelihood**

		Messaging Effectiveness
Rec likelihood	Pearson Correlation	.119
	Sig. (1-tailed)	.090
	N	174

Source: Researcher (2023)

#### 4.5 Presentation of Focus Group Findings

**Research Question 1: What is the level of consumer loyalty towards BigTree Beverages (Z) Limited and its products within the FMCG sector in Zambia?**

The focus group discussion provided insights into the varying levels of consumer loyalty among participants. Chanda, a regular customer, highlighted the appeal of BigTree's product variety, associating childhood memories with Fresh-Up soda. Mwiinga, with a different income bracket, expressed loyalty based on competitive pricing for certain products but noted concerns about premium options. Kunda, a student, emphasized the affordability of specific products like Mojo Energy drinks and Appy Apple juice. Mutinta, facing unemployment, indicated a shift to cheaper alternatives but maintained a desire to return to BigTree products due to trust in quality. Daka, with long-term experience, appreciates the evolving and consistent branding, suggesting enduring loyalty.

**Research Question 2: What are the branding strategies employed by BigTree Beverages (Z) Limited, and their potential role in consumer purchasing decisions?**

**Packaging Design:** Kunda highlighted the appeal of limited-edition packaging, especially for new and unique flavors. This indicates that visually appealing packaging can capture consumer attention and drive trial purchases.

**Promotions and Pricing:** Mwiinga acknowledged the effectiveness of promotions, such as "Buy one, get one free," and the impact of dynamic pricing on purchasing decisions. This suggests that promotional strategies play a role in influencing consumer choices.

**Brand Reputation:** Chanda emphasized the importance of BigTree's commitment to local ingredients/flavours and community initiatives, indicating that a strong brand reputation positively influences consumer loyalty.

**Research Question 3: Is there a significant correlation between product branding elements (logos, packaging, messaging) and consumer loyalty metrics (repeat purchase rate and brand advocacy) for BigTree Beverages (Z) Limited?**

**Packaging Design and Purchase Intent:** Kunda's response suggests a positive correlation between visually appealing packaging and purchase intent. Eye-catching designs can spark curiosity and drive consumers to try new products.

**Promotions and Repeat Purchase:** Mwiinga's acknowledgment of the effectiveness of promotions, such as "Buy one, get one free," implies a potential correlation between promotional strategies and repeat purchase behavior.

**Brand Reputation and Brand Advocacy:** Chanda's emphasis on BigTree's commitment to local ingredients and community initiatives suggests a positive correlation between brand reputation and brand advocacy. Consumers may become advocates when they align with a brand's values.

#### **4.6 Assessment of Reliability and Validity**

The study was based on 3 main constructs of customer loyalty i.e., years as consumer of BigTree Beverages products, frequency of purchases and likelihood of recommendation of the products to others. Reliability analysis were conducted using Cronbach's alpha for these elements. The result showed an alpha value of 0.715 suggesting a high level of consistency of the scale that was used to measure customer loyalty. In terms of product branding, the main dimensions that were used for this study were the logos dimension, the packaging dimension, and the messaging dimension. Reliability analysis was not conducted for the combined scale for product branding items had an alpha of 0.562 suggesting that they were not very suitable in measuring the same thing. A larger sample size and more items on the scale may be able to increase the score.

#### **4.7 Discussion of Findings**

##### **4.7.1 RQ1-Levels of Customer Loyalty for BigTree Beverages**

Within the framework of accepted theories of customer loyalty, the research findings on customer loyalty towards BigTree Beverages (Z) Limited and its products within the FMCG sector in Zambia (RQ1) were contextualized. The patterns of purchase frequency that have been observed are consistent with the notion that a higher degree of customer loyalty is indicated by frequent purchases. This is consistent with the Behavioral Loyalty theory, which holds that a customer's steadfast support of a brand is demonstrated by their repeated purchases (Dwivedi & McDonald, 2018). Furthermore, the Pareto Principle, also referred to as the 80/20 rule, is applicable in this case since the data shows that a sizeable portion of respondents contribute to a sizeable portion of the business's sales, supporting the idea that a devoted customer base can produce a sizeable portion of revenue (Fornari, Fornari, Grandi, & Menegatti, 2013).

The Customer Loyalty Lifecycle theory is consistent with the length of time that customers spend engaging with an FMCG brand, as shown in Figure 6. According to this theory, if people stay involved with a brand, their loyalty to it tends to grow (Morkūnas & Grišmanauskaitė, 2023). The group of customers who have been engaged for more than four years exhibits a sophisticated level of loyalty, corroborating the idea that long-term association fosters stronger customer relationships (Games, 2015). The probability of endorsing BigTree Beverages products, as examined in Table 2, aligns with theories that underscore the significance of favourable word-of-mouth in fostering customer loyalty. The discovery that 41.4% of participants are either very unlikely or not likely to recommend anything points to possible areas for development of advocacy loyalty. This is consistent with earlier research emphasizing the value of customer advocacy in the FMCG industry, where favourable referrals have a big influence on market share and brand perception (Ghoshal, 2016).

The analysis of brand advocacy tendencies in Table 3 sheds light on the Emotional Loyalty component, which is the expression of a customer's emotional bond or attachment to a brand (Morkūnas & Grišmanauskaitė, 2023). The willingness of 17.2% of respondents to participate in brand advocacy and 19.5% of them possibly doing so highlights the emotional bond that some customers have with BigTree Beverages products. The statistical tests that are shown in Tables 4 and 5 assess the importance of customer loyalty metrics using quantitative techniques. This approach aligns with past studies that utilize statistical analyses to assess the strength of loyalty indicators. For instance, the Gartner report mentioned in Table 4 sets a threshold for the proportion of loyal customers, providing a comparative benchmark for evaluating the significance of the observed loyalty metrics.

#### **4.7.2 RQ2-Examination of BigTree Product Branding Strategies**

The assessment of BigTree Beverages (Z) Limited's branding tactics and their possible impact on consumer purchase decisions was the subject of the second research question. To address the second research question, information was gathered to determine the importance of different components in consumers' perceptions of the company's product branding. Table 6 lists the specific components that closely match the product branding of BigTree Beverages. The most identifiable and significant factors were found to be product quality, competitive pricing, and brand image/reputation (Brogi, 2014). This finding aligns with established theories that suggest consumers often prioritize factors like price, quality, and overall brand image when making purchases. In terms of logo recognition, Figure 7 shows that although 51.15% of respondents were able to recognize the BigTree Beverages product logo, there may not be a significant statistical difference, indicating that logo recognition may not be a deciding factor in consumer evaluations of purchases. This refutes the widely held notion that a recognizable logo has a major influence on customer decision-making and brand recall (Lekhanya, Olajumoke, & Nirmala, 2017).

Table 7 examines how product packaging influences consumer decision-making. Notably, 63.2% of respondents said that product packaging had a moderate to major influence on their choice of products. This emphasizes how crucial packaging design is in shaping consumer opinions and decisions, supporting research that highlights how important it is in drawing attention and communicating brand identity (Morkūnas & Grišmanauskaitė, 2023). The perceptions of respondents regarding the effectiveness and consistency of brand messages are explored in Tables 8 and Figure 8. Most people thought the brand message was either neutral or consistent, but a sizable portion (40.8%) thought it was inconsistent. Only 27.89% of respondents thought the brand messaging was effective when evaluated. This draws attention to a possible

discrepancy in BigTree Beverages' brand messaging's efficacy and consistency (Fortunato, Giraldi, & de Oliveira, 2014).

The preferences of respondents for aspects of product branding are displayed in Table 9. The most appealing component was found to be packaging design, which was followed by logos and brand taglines and messaging (Curleigh, 2014). These results highlight how important messaging and visual components are to developing a strong and appealing brand image. Lastly, Table 10 assesses how well respondents' personal preferences and BigTree Beverages' product branding align. A sizable portion (55.7%) reported some alignment, and 18.4% said their relationship was extremely well-aligned. This implies that a sizable segment of the customer base finds resonance with the company's branding strategies, which help to establish a link between brand image and personal preferences (Jit Singh Mann & Kaur, 2013).

#### **4.7.3 RQ3-Associations between Product Branding & Customer Loyalty Measures**

The study investigated the relationship between customer loyalty metrics and the product branding strategies of BigTree Beverages. Several factors, such as logos, packaging, and messaging impact, were examined in connection to customer loyalty measures like the frequency of repeat purchases, years of customer service, and propensity to refer the products to others. The data pertaining to the correlation between the frequency of repeat purchases and logo recognition is displayed in Table 11. The findings show a statistically insignificant ( $p\text{-value}=0.308$ ) weak positive correlation (correlation coefficient= $0.038$ ). Although there was a trend indicating that more frequent purchases could be influenced by greater brand recognition, the evidence was not statistically significant (Chinomona, 2016).

Although not in a statistically significant way, higher ratings of packaging as a product branding strategy were associated with high frequencies of repeat purchases. The impact of packaging on the number of years spent as a customer is examined in Table 15, which yields a correlation coefficient of  $0.652$  and a  $p\text{-value}$  of  $0.097$  (Chinomona, 2016). This shows that longer years as BigTree Beverages product consumers were correlated with a higher impact of packaging on purchasing decisions. The packaging impact and recommendation likelihood correlation analysis in Table 16 shows a coefficient of  $-0.022$  with a  $p\text{-value}$  of  $0.386$ , suggesting statistical insignificance. According to the observed result, respondents' propensity to recommend the products was not significantly impacted by the packaging (Akpoviroro, Amos, Oladipo, & Adewale, 2020).

## **4.8 Triangulation of Results based on FCG and Quantitative Study**

### **4.8.1 Comparison and Contrast of Findings from Quantitative and Qualitative Analyses**

#### **4.8.1.1 Research Question 1 -Customer Loyalty for BigTree Beverages Brand**

The combination of concepts from the focus group discussions and the quantitative research findings gives BigTree Beverages in Zambia's FMCG business a complete view of the dynamics of consumer loyalty. The focus group presented a range of opinions, whilst the quantitative research findings provided further degrees of analysis and numerical support. The research findings, which indicate that more frequent purchases are an indication of stronger customer loyalty, are consistent with the focus group's emphasis on behavioural loyalty in terms of customer loyalty. Discussions about long-term involvement in focus groups are consistent with the Customer Loyalty Lifecycle concept, which emphasizes the advantages of longer customer relationships and higher levels of loyalty. The importance of advocate loyalty and word-of-mouth, which were highlighted in the focus group through positive attitudes and community actions, is validated by the research findings. In the FMCG industry, the evidence highlights the importance of favourable recommendations and the impact that consumer advocacy has on market share and brand perception.

The research findings, which emphasize the substantial influence of product packaging on consumer decisions, align well with the focus group's packaging design discussion regarding product branding tactics. The results underscore the importance of packaging in drawing attention and fostering brand loyalty by suggesting that it is a critical component in communicating brand identity and shaping consumer perceptions (Fornari, Fornari, Grandi, & Menegatti, 2013).

The focus group looked at the emotional bond with nostalgic products, while the research findings dive into Emotional Loyalty and reveal that a notable proportion of respondents exhibit a readiness to participate in brand advocacy. This heartfelt bond highlights how BigTree may leverage sentimental connections to strengthen client loyalty and foster advocacy. However, both sources highlighted potential issues. While the study's findings indicated a perceived lack of consistency in brand messaging, the focus group emphasized the significance of effectively and clearly communicating brand principles. This suggests that in order to ensure consistency and alignment with customer expectations, BigTree's communication strategies need to be enhanced (Dwivedi & McDonald, 2018).

#### **4.8.1.2 Research Question 2-BigTree Beverages Product Branding Strategies Evaluation**

Both the quantitative and qualitative assessments offered a thorough assessment of BigTree Beverages' approaches to product branding. The qualitative insights offer additional depth by highlighting consumer perceptions on packaging design, promotions, pricing, and brand reputation, while the quantitative data provides precise measurements on elements, logo identification, packaging impact, and brand messaging. Combining the two methods results in a more comprehensive understanding of how branding tactics affect consumer choice (Kim & Jin, 2012).

The product branding strategies of BigTree Beverages were assessed using both quantitative and qualitative analysis, providing a thorough understanding of consumer preferences and perceptions. In the quantitative domain, particular components of product branding were evaluated, and the results indicate that respondents most commonly identified three components: brand image, competitive pricing, and product quality. Table 6 presents a clear picture of the components that consumers closely link with the products made by BigTree Beverages. The quantitative research revealed that approximately half of the respondents were unable to recognize the logo of the BigTree Beverages product, making logo identification a focal point. A closer look at branding components beyond simple visual identification is necessary, as statistical studies revealed that logo recognition may not be a significant factor in influencing purchasing decisions (Brogi, 2014).

A quantitative assessment of the impact of product packaging, a critical component of branding, showed that 63.2% of respondents said packaging had a moderate to very substantial influence on their purchase decisions. This information emphasizes how crucial impactful and aesthetically pleasing packaging is in influencing consumer decisions. Quantitative analysis of the brand message's efficacy and consistency revealed that a sizable percentage of respondents thought the message was incoherent or ineffectual. These numerical results demand more investigation into the subtleties of brand communication and how well it connects with customers (Jit Singh Mann & Kaur, 2013).

On the other hand, the qualitative analysis focused on certain facets of branding and illuminated customer viewpoints that might not be adequately represented by quantitative measurements. The appeal of limited-edition packaging was highlighted by participants in the qualitative analysis, demonstrating how eye-catching packaging can draw in customers and encourage trial purchases. The qualitative findings provided a more nuanced view of the success of pricing and promotion methods by highlighting their impact on purchasing decisions. A prominent theme in both evaluations was the congruence of BigTree Beverages' branding initiatives with individual preferences. The qualitative insights provided a more qualitative component to this alignment,

supporting the favourable sense of how well the branding fits with consumer preferences even while the quantitative data showed high levels of agreement that there was alignment (Ghoshal, 2016).

#### **4.8.1.3 Research Question 3-Product Branding & Loyalty for BigTree Beverages**

The objective of the quantitative analysis was to evaluate the correlation between BigTree Beverages' customer loyalty metrics and product branding features. Regarding logos, the correlation analysis showed a statistically insignificant but weakly positive association between the frequency of repeat purchases and logo recognition. On the other hand, a statistically significant positive connection was found when evaluating the relationship between years of customer loyalty and logo recognition, indicating that long-term customers were more likely to be devoted to a company whose logo they could recognize.

Weak and statistically negligible was the connection between recommendation likelihood and logo recognition. A small positive correlation, though not one that was statistically significant, was found between the influence of packaging and the frequency of repeat purchases when the impact of packaging on customer loyalty was examined using correlation analysis. However, a statistically significant positive association was found when examining the relationship between years of consumer experience and packaging impact, indicating that packaging may contribute to the development of enduring customer loyalty. That being said, there was no statistically significant relationship between suggestion likelihood and packaging impact (Mashavha, 2016).

The results of the correlation study for messaging effectiveness showed a statistically significant positive link between messaging effectiveness and frequency of repeat purchases. This implies that customers were more likely to make repeat purchases if they thought the brand messaging had a greater impact. Still, there was no statistically significant relationship between the years of consumer experience and the efficacy of the messaging. Customers who thought the messaging was effective were more inclined to recommend the products to others, according to a positive and statistically significant association between referral likelihood and messaging effectiveness (Fortunato, Giraldi, & de Oliveira, 2014).

Further information about the relationship between consumer loyalty and product branding features was obtained through the qualitative analysis. In response, Kunda drew attention to a possible link between purchase intent and aesthetically pleasing packaging, implying that packaging design may persuade buyers to try new items. Mwiinga's admission of the value of promotions suggested that recurring buying behaviour and promotional tactics were positively correlated. There is a favourable association between brand reputation and brand advocacy, as

Chanda's focus on BigTree's commitment to using local ingredients and community projects suggests (Brogi, 2014).

In conclusion, the qualitative research contributed depth by documenting customer viewpoints and experiences, while the quantitative study offered quantifiable insights into the association between product branding aspects and customer loyalty indicators. Some findings from both analyses were in agreement, such as the positive relationship between long-term customer loyalty and logo recognition, and the positive relationship between messaging efficacy and both the frequency of repeat purchases and the likelihood of recommendations. For BigTree Beverages, the mix of quantitative and qualitative data provides a thorough understanding of the intricate relationship between product branding and consumer loyalty.

#### **4.8.2 Final Interpretation of Study Findings-Consolidated**

The convergent triangulation strategy, integrating insights from both focus group discussions (qualitative) and quantitative research, contributes to a comprehensive understanding of customer loyalty, product branding strategies, and the intricate interplay between product branding and customer loyalty for BigTree Beverages.

##### **Customer Loyalty for BigTree Beverages Brand:**

The focus group's emphasis on behavioural loyalty is consistent with the quantitative analysis's finding that more frequent purchases are a strong indicator of better customer loyalty. Moreover, the focus group's conversations about sustained engagement are consistent with the Customer Loyalty Lifecycle theory, which highlights the advantages of maintaining long-term relationships with customers. Qualitatively, the findings explore emotional loyalty and show that a sizable percentage of respondents are willing to advocate for their brands. This emotional link shows that BigTree may use emotive ties to boost advocacy and strengthen customer loyalty.

##### **Evaluation of BigTree Beverages Product Branding Strategies:**

Respondents in the quantitative area frequently cited competitive pricing, product quality, and brand image as essential elements of BigTree Beverages' product branding. Remarkably, the crucial branding component of logo recognition had no statistically meaningful impact on consumers' decisions to buy. The quantitative investigation clarified how much brand messaging and product packaging influence consumers' decisions to buy. Qualitatively, the emphasis on limited-edition packaging provided complexity and illustrated how eye-catching designs may draw in customers. The qualitative findings provided a more comprehensive understanding of branding tactics by complementing the quantitative results with a nuanced view of pricing and promotion methods.

## **BigTree Product Branding and Customer Loyalty:**

Different correlations between customer loyalty indicators and product branding aspects were revealed by correlation analysis in the quantitative findings. Although the likelihood of recommendations and repeat purchases were not strongly correlated with brand recognition, there was a statistically significant positive correlation between logo recognition and the number of years of customer loyalty. The influence of packaging was found to have a strong positive association with years of customer loyalty but a poor positive link with repeat purchases. There was a statistically significant positive correlation between the effectiveness of messaging and the likelihood of repeat purchases and recommendations. Some quantitative links were supported by the qualitative findings. For example, the qualitative research revealed a slight positive link between packaging impact and recurrent purchases, whereas the quantitative data revealed a strong positive correlation between visually beautiful packaging and buy intent.

In conclusion, a comprehensive picture of BigTree Beverages' product branding and customer loyalty dynamics is provided by the convergence of qualitative and quantitative findings. The combination of quantitative data and qualitative insights offers a deeper understanding of the complex interaction between consumer loyalty metrics and product branding aspects. The congruent results of the two investigations provide a strong basis for strategic decision-making in the FMCG sector.

### **4.9 Chapter summary**

The chapter has presented findings on BigTree Beverages' product branding strategies and customer loyalty measures within the FMCG sector in Zambia. Assessing logos, packaging, and messaging effectiveness, the study investigated their impact on repeat purchase frequency, years as a consumer, and recommendation likelihood. While logo recognition displayed a weak, statistically insignificant correlation with repeat purchases, it significantly correlated with customer loyalty in terms of longevity. Packaging impact showed a non-significant correlation with repeat purchases but a significant association with the length of consumer years. Messaging effectiveness displayed a significant, positive correlation with increased purchase frequency and recommendation likelihood. The study's reliability assessment affirmed the consistency of the customer loyalty scale, though the product branding scale suggested potential for improvement. The chapter also presented outcomes of triangulation of the main quantitative study with those of from a focus group discussion. The conclusions and policy recommendations of the study are presented Chapter Five.

## **CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

In this last chapter, qualitative and quantitative analyses are smoothly integrated to provide a full synthesis of the extensive insights gained via the application of a convergent triangulation technique. The selected methodology greatly enhances the breadth and depth of understanding regarding the dynamics of consumer loyalty and the sophisticated evaluation of branding tactics implemented by BigTree Beverages in Zambia's thriving FMCG industry. Convergent triangulation is used to provide a comprehensive investigation of the complex interaction between customer behaviour and branding tactics, underscoring the dedication to methodological rigor. This chapter aims to provide a more nuanced and comprehensive knowledge of the complex dynamics inherent in consumer loyalty within the context of Zambia's fast-moving consumer goods market by combining the varied viewpoints obtained from both qualitative and quantitative approaches. The chapter also provides recommendations for policy and for future research.

### **5.2 RO1 - Customer Loyalty for BigTree Beverages Products**

An engaging story of strong brand loyalty is presented by the thorough investigation of consumer loyalty for BigTree Beverages products, which includes both qualitative insights and quantitative analysis. The study reveals a complex web of consumer behavior, in which prolonged client retention and frequent purchases both show up as critical markers of a brand's long-term appeal. The statistical assessments provide empirical support for the concept of a devoted clientele, wherein regular purchases function as concrete indicators of the brand's popularity in the marketplace. The congruence of qualitative and quantitative evaluations highlights the dependability and consistency of the results, providing a strong basis for the inferences made (Locke, 2007).

The focus group talks provide qualitative insights into the complexities of consumer perceptions, elucidating the emotional components that support loyalty. Focus group participants explore the duration of their relationship with BigTree Beverages and highlight behavioural loyalty through recurring purchases. This qualitative depth enhances our understanding of the complex nature of customer loyalty and serves as a complement to the quantitative indicators (Brogi, 2014). The convergence of anecdotal and quantitative findings points to a common understanding of BigTree Beverages' high level of consumer loyalty. Consumers' emotional bonds with the company over time are encompassed by this loyalty, which goes beyond simple transactional interactions (Chinomona, 2016). The interplay of frequent purchases and prolonged customer retention positions BigTree Beverages as a formidable player in the FMCG market, emphasizing the

enduring appeal and consumer trust in the brand (Jit Singh Mann & Kaur, 2013). The triangulation of research methods consolidates the assertion that BigTree Beverages has successfully cultivated a loyal customer base, with both the frequency of purchases and long-term retention contributing to the brand's resilience and prominence in Zambia's competitive FMCG landscape.

### **5.3 RO2 - Evaluation of BigTree Beverages Product Branding Strategies**

Upon close examination, the product branding strategies of BigTree Beverages exhibit a complex interaction between multiple factors, incorporating both qualitative and quantitative perspectives. The combination of these analyses provides a comprehensive insight of how branding strategies affect customer loyalty in Zambia's dynamic FMCG market. The study explores particular aspects of product branding quantitatively and provides insights into the relationships between consumer loyalty measurements, packaging design, and messaging efficacy. One significant component that stands out is packaging design, which shows a strong association with years of customer loyalty and the frequency of repeat purchases (Dwivedi & McDonald, 2018). These results are consistent with focus group qualitative observations and highlight the critical role that visually appealing packaging plays in drawing in customers and building brand loyalty (Akpoviro, Amos, Oladipo, & Adewale, 2020). In a similar vein, the quantitative investigation highlights the importance of messaging efficacy by showing a strong positive link with frequency of repeat purchases. These results are supported by qualitative insights, which highlight the significance of consistent and transparent communication in brand message. The convergence of quantitative and qualitative data solidifies the managerial implications, advocating for strategic investments in impactful packaging and effective messaging to fortify customer loyalty (Curleigh, 2014).

### **5.4 RO3 - Correlation between Customer Loyalty and Product Branding Strategies**

Analyzing the connections between branding tactics and client loyalty reveals some fascinating findings. One notable component that suggests a relationship with long-term loyalty beyond quick purchases is logo recognition (Davicik & Sharma, 2015). This logo becomes a potent representation of enduring client loyalty, implying a deep and ongoing relationship. Nevertheless, subtle and irregular patterns emerge from the correlations involving other crucial branding components, such as packaging and messaging, and their effect on the likelihood of repeat sales or recommendations. Although there is a strong correlation between logo recognition and continued loyalty, the processes that control the relationship between packaging, messaging efficacy, and the ensuing customer behaviors offer a more complex picture. These inconsistencies do not diminish the importance of branding strategies but emphasize the need for a deeper exploration into the multifaceted dynamics shaping consumer responses. The complexities

observed underscore the intricate nature of customer loyalty metrics in the FMCG branding domain (Dawes, Meyer-Waarden, & Driesener, 2015).

## **5.5 Practical/Managerial Implications of Findings/Recommendations**

### **5.5.1 Managerial Implications of Findings**

The research highlights the significance of packaging design and messaging effectiveness in influencing customer loyalty. Consistent message meets customer expectations, and investments in aesthetically pleasing packaging create long-lasting relationships with customers. Through marketing initiatives, managers should intentionally boost logo awareness in order to foster brand familiarity and fortify relationships with loyal customers.

### **5.5.2 Financial Implications**

The positive association shown between messaging effectiveness and purchase frequency suggests that a captivating brand message has the ability to drive increased frequency of purchases and, consequently, income. The positive association between referral likelihood and messaging efficacy suggests that investing in excellent messaging can result in financial rewards through favourable word-of-mouth marketing.

### **5.5.3 Operational Implications**

Given its effect on customer loyalty, operational efforts should be directed on maintaining aesthetically beautiful and consistent packaging across product lines. Simplifying message for use across media platforms guarantees a unified brand story, which improves customer happiness and operational effectiveness. Given their impact on customer longevity, operational strategies should focus on increasing the visibility of logos through product placements and marketing efforts.

## **5.6 Limitations of the Study and Directions for Future Research**

Owing to the sample size and scope constraints of this investigation, careful interpretation of the findings is recommended. Further investigation into the cultural and socio-economic determinants of consumer behaviour is necessary to gain a more thorough understanding of Zambia's FMCG market.

## **5.7 Chapter Summary**

This study supports particular branding strategies and highlights the critical impact that customer loyalty plays for BigTree Beverages. Nuanced insights are offered by the convergent triangulation technique, which highlights the need for an all-encompassing approach that takes into account the various variables affecting client loyalty. Major conclusions, management

recommendations, financial implications, and operational concerns are summarized in this chapter, which offers insightful insights into Zambia's dynamic FMCG sector.

## References

- Ahlin, B., Drnovšek, M., & Hisrich, R. D. (2014). Entrepreneurs' creativity and firm innovation: the moderating role of entrepreneurial self-efficacy. *Small Business Economics*, 43(1), 101-117.
- Akpoviroro, K. S., Amos, A. O., Oladipo, A. O., & Adewale, A. G. (2020). Product branding and Consumer loyalty in telecommunication industry. . *Economics and Culture*, 17(1), 94-103.
- Aliyu, A. A., Bello, M. U., Kasim, R., & Martin, D. (2014). Positivist and non-positivist paradigm in social science research: Conflicting paradigms or perfect partners. *Journal of Mgmt. & Sustainability*, 4, 79.
- Barefoot, K., Curtis, D., Jolliff, W., Nicholson, J. R., & Omohundro, R. (2018). *Defining and measuring the digital economy*. Washington, DC: US Department of Commerce Bureau of Economic Analysis.
- Bhalodiya, N., & Sagotia, N. (2018). Reasons behind the failure of Nokia: a Case study of Telecom sector. . *International Journal of Management and Humanities*, 5(03), 14-18.
- Bogers, M., Chesbrough, H., Heaton, S., & Teece, D. J. (2019). Strategic management of open innovation: A dynamic capabilities perspective. . *California Management Review*, 62(1), 77-94.
- Brogi, S. (2014). Online brand communities: a literature review. *Procedia-Social and Behavioral Sciences*, 109, 385-389.
- Buckley, P. J., Enderwick, P., & Cross, A. R. (Eds.). (2018). *International business*. Oxford University Press.
- Cantwell, J. (2017). Innovation and international business. . *Industry and Innovation*, 24(1), 41-60.
- Chinomona, R. (2016). Brand communication, brand image and brand trust as antecedents of brand loyalty in Gauteng Province of South Africa. . *African Journal of Economic and Management Studies*, 7(1), 124-139.
- Christino, J., Silva, T., Moura, L. R., & Fonseca, L. H. (2020). Antecedents and consequents of brand love in the smartphone market: an extended study of the impact of switching cost. *Journal of Promotion Management*, 26(3), 301-321.
- Cresswell, J. (2014). *A Concise Introduction to Mixed Methods Research*. SAGE Publications, Inc .
- Curleigh, J. (2014). *How to enhance and expand a global brand*. (J. Curleigh, Performer) Retrieved July 24th, 2022, from [https://www.ted.com/talks/james\\_curleigh\\_how\\_to\\_enhance\\_and\\_expand\\_a\\_global\\_brand](https://www.ted.com/talks/james_curleigh_how_to_enhance_and_expand_a_global_brand)
- Czepiel, J. A., & Kerin, R. A. (2012). Competitor analysis. In *Handbook of marketing strategy*. Edward Elgar Publishing.
- Davcik, N. S., & Sharma, P. (2015). Impact of product differentiation, marketing investments and brand equity on pricing strategies: A brand level investigation. . *European Journal of Marketing*, 49(5/6), 760-781.
- Dawes, J., Meyer-Waarden, L., & Driesener, C. (2015). Has brand loyalty declined? A longitudinal analysis of repeat purchase behavior in the UK and the USA. . *Journal of Business Research*, 68(2), 425-432.
- Desmarais III, P. (2020). Conclusion: Putting the Customer First. In M. R. King, & R. W. Nesbitt (Eds.), *The Technological Revolution in Financial Service* (pp. 401-416). University of Toronto Press.
- Dhurup, M., Mafini, C., & Dumasi, T. (2014). The impact of packaging, price and brand awareness on brand loyalty: Evidence from the paint retailing industry. . *Acta Commercii*, 14(1), 1-9.

- Dube, T., & Hoque, M. (2020). Customer loyalty among fast-moving South African consumer goods wholesalers. . *Journal of Management & Administration*, 2020(1), 25-43.
- Dupree, J. (2005). "Ten Deadly Marketing Sins: Signs and Solutions". *Journal of Consumer Marketing*, 22(1), 47-48.
- Dwivedi, A., & McDonald, R. (2018). Building brand authenticity in fast-moving consumer goods via consumer perceptions of brand marketing communications. . *European Journal of Marketing*, 52(7/8), 1387-1411.
- Edwards-Schachter, M., García-Granero, A., Sánchez-Barriluengo, M., Quesada-Pineda, H., & Amara, N. (2015). Disentangling competences: Interrelationships on creativity, innovation and entrepreneurship. . *Thinking skills and creativity*, 16, 27-39.
- Ethiraj, S. K., Ramasubbu, N., & Krishnan, M. S. (2012). Does complexity deter customer-focus? . . *Strategic Management Journal*, 33(2), 137-161.
- Fornari, E., Fornari, D., Grandi, S., & Menegatti, M. (2013). The influence of retailing-mix levers on private label market share: The case of the Italian FMCG market. . *Journal of Retailing and Consumer Services*, 20(6), 617-624.
- Fortunato, V. C., Giraldi, J. D., & de Oliveira, J. H. (2014). A review of studies on neuromarketing: Practical results, techniques, contributions and limitations. *Journal of Management Research*, 6(2), 201-220.
- Games, D. (2015). The fast-moving consumer goods and retail sectors. In *Africans Investing in Africa: Understanding Business and Trade, Sector by Sector* (pp. 147-176). London: Palgrave Macmillan UK.
- Ghoshal, M. (2016). The phenomenal success of Patanjali in FMCG sector: An analytical study. . *Research Journal of Social Science and Management* , 6(1), 11-20.
- Hammersley, M. (1993). *Social Research: Philosophy, Politics and Practice*. SAGE.
- Jit Singh Mann, B., & Kaur, M. (2013). Exploring branding strategies of FMCG, services and durables brands: evidence from India. . *Journal of Product & Brand Management*, 22(1), 6-17.
- Khonje, M. G. (2020). *Can modern food retailers improve diets and nutrition in urban Africa? Empirical evidence from Zambia (Doctoral dissertation,)*. Niedersächsische Staats-und Universitätsbibliothek Göttingen.
- Kim, J., & Jin, B. (2012). The effects of cultural dimensions on packaging preference and brand loyalty. *Journal of International Marketing*,, 20(4), 106-125.
- Kotler, P. (2004). *10 Deadly Marketing Sins: Signs and Solutions*. John Wiley & Sons, Inc .
- Kotler, P. (2020). Marketing and value creation. *Journal of Creating Value*, 6(1), 10-11.
- Kotler, P., & Keller, K. (2016). *Marketing Management*. Pearson.
- Kumar Mishra, M., Kesharwani, A., & Das, D. (2016). The relationship between risk aversion, brand trust, brand affect and loyalty: Evidence from the FMCG industry. . *Journal of Indian Business Research*, 8(2), 78-97.
- Lekhanya, L. M., Olajumoke, N. G., & Nirmala, D. (2017). Exploring fast moving consumer goods (FMCG) small, medium and micro enterprises manufacturers' need for innovation to achieve growth. . *Environmental economics*, 8(2), 8-16.

- Lendel, V., & Varmus, M. (2011). Creation and implementation of the innovation strategy in the enterprise. . *Economics and management*, 16(1), 819-826.
- Limón, A. T. (2018). Marketing failures and fixes . *Journal of Financial Planning* , 31(7), 22-26.
- Locke, E. A. (2007). The case for inductive theory building. *Journal of Management*, 33(6), 867-890.
- Lu, B. (2022). The Market Strategies of Apple in China. *2022 7th International Conference on Financial Innovation and Economic Development (ICFIED 2022)* (pp. 1129-1132). Atlantis Press.
- Lubinda, H., & Mwewa, K. A. (2022). The government policy of Zambia on attracting foreign direct investment and its effectiveness. *Вестник Российского университета дружбы народов. Серия: Экономика*, 30(1), 33-44.
- Mashavha, L. E. (2016). *Measuring the influence of brand loyalty on cosmetics purchase intentions of South African female consumers (Doctoral dissertation)* . Potchefstroom Campus: North-West University South Africa.
- Moolla, A. I., & Bisschoff, C. A. (2013). An empirical model that measures brand loyalty of fast-moving consumer goods. . *Journal of economics*, 4(1), 1-9.
- Morkūnas, M., & Grišmanauskaitė, M. K. (2023). What Really Drives Loyalty in the Fast-Moving Consumer Goods Market? *Journal of Marketing Management*, 39(1-2), 133-153.
- Mweemba, B., Lusaka, Z., Bbenkele, E., Mudenda, G., Longwe, B., & Matoka, W. (2022). The Effect of Brand Awareness Used by FMCG's Manufacturers in Improving Support of Local Products: A Zambian Perspective,. *International Journal of Innovative Science and Research*, 7(7), 1184-1188.
- Ng'uni, M. (2020). *A Study to review the short-term economic outcomes, the progress, challenges and possible interventions into the Lusaka South Multi facility economic Zone (LSMFEZ) (Doctoral dissertation)*. Lusaka, Zambia: Cavendish University.
- Nsabika, T. (2020). *The Effectiveness of Advertising Boom Brand on Consumer Brand Preference (Doctoral dissertation)*. Lusaka, Zambia: Cavendish University.
- Ozdemir, S., Zhang, S., Gupta, S., & Bebek, G. (2020). The effects of trust and peer influence on corporate brand—Consumer relationships and consumer loyalty. . *Journal of Business Research*, 117, 791-805.
- Paruchuri, H. (2019). Market segmentation, targeting, and positioning using machine learning. . *Asian Journal of Applied Science and Engineering*, 8, 7-14.
- Phiri, M., & Ziba, F. (2019). Expansion of regional supermarkets in Zambia: Finding common ground with local suppliers. In *Value Chains in Sub-Saharan Africa. Advances in African Economic, Social and Political Development*. (pp. 43-58.). Springer, Cham.
- Rahnama, R., & Beiki, A. H. (2013). Modern marketing, concepts and Challenges. . *Oman Chapter of Arabian Journal of Business and Management Review*, 34(975), 1-13.
- Upamannyu, D. N., Gulati, C., & Mathur, D. G. (2014). Effect of brand trust, brand image on customer brand loyalty in FMCG Sector at Gwalior Region. . *Schollars World*, 2(2), 83-93.
- Watanabe, K., Iwasaki, Y., & Nakatani, T. (2021). The impact of brand image and purchase frequency on brand trust in organic food. *International Journal of Retail & Distribution Management*, 49(10), 1241-1256.
- Wijaya, B. S. (2013). Dimensions of brand image: A conceptual review from the perspective of brand communication. . *European Journal of Business and Management*, 5(31), 55-65.

- Woiceshyn, J., & Daellenbach, U. (2018). Evaluating inductive vs deductive research in management studies: Implications for authors, editors, and reviewers. . *Qualitative Research in Organizations and Management: An International Journal*, 13(2), 183-195.
- Yin, R. (2012). *Applications of Case Study Research*: . SAGE Publications.

## APPENDIX

### I Cover Letter

Dear Respondent

I am a student at ZCAS University conducting a study on **Product Branding and Customer Loyalty in the Fast-Moving Consumer Goods market-A Case Study of BigTree Beverages**. You have been selected to take part in this study because you have been identified as a buyer of the brand or a regular commentor on the social media. However, please be advised that taking part in the study is entirely voluntary and you can choose to withdraw from taking part at any time. Your responses will be highly appreciated. Feel free to seek clarification if need arises as you provide your answers to the questions contained in the attached survey instrument.

Yours

Researcher Innocent Simaamba

Contact: +260979493931

## II Data Collection Instrument

Complete the questionnaire by ticking the provided response boxes or filling in the blank spaces.

<b>Section A-Demographic Factors</b>		
<b>Question</b>	<b>Answers</b>	<b>Response</b>
1. Age	18-24	
	25-34	
	35-44	
	45-54	
	55+	
2. Gender	Male	
	Female	
3. Occupation	Employed	
	Student	
	Self-employed	
	Unemployed	
	Retired	
4. Monthly Household Income	Other (please specify)	
	Less than ZMW 2,000	
	ZMW 2,000 - ZMW 4,000	
	ZMW 4,000 - ZMW 6,000	
	ZMW 6,000 - ZMW 8,000	
	ZMW 8,000 - ZMW 10,000	
	Above ZMW 10,000	
<b>Section B-Consumer Loyalty towards BigTree Beverages</b>		
5. Frequency of Purchase	Daily	
	Weekly	
	2-3 times a month	
	Once a month	
	Less than once a month	
6. Years consuming products	Less than 1 year	
	1-less than 2 years	
	2-less than 4 years	
	4+ years	
7. Recommendation Likelihood	Not at all likely	
	Slightly likely	
	Moderately likely	
	Likely	
8. Factors Influencing Loyalty (Select all that apply)	Very likely	
	Product quality	
	Brand reputation	
	Competitive pricing	

	Attractive packaging	
	Effective advertising and promotions	
	Availability and accessibility	
	Other (please specify)	
<b>Section C: BigTree Beverages Branding Strategies Evaluation</b>		
9. Branding Consistency	Very inconsistent	
	Inconsistent	
	Neutral	
	Consistent	
	Very consistent	
10. Most Appealing Branding Elements (Select all that apply)	Logos	
	Packaging design	
	Brand taglines and messaging	
	Brand ambassador involvement	
	Social media presence	
	Other (please specify)	
11. Logo Recognition	Yes	
	No	
12. Packaging Impact	Not at all	
	Slightly	
	Moderately	
	Significantly	
	Very significantly	
13. Messaging Effectiveness	Yes	
	No	
	Unsure	
<b>Section D-Consumer Satisfaction and Behaviour</b>		
14. Overall Product Satisfaction	Least satisfied	
	Slightly Satisfied	
	Moderately Satisfied	
	Satisfied	
	Very Satisfied	
15. Repeat Purchase Frequency	Rarely	
	Occasionally	
	Frequently	
	Always	
16. Brand Advocacy	Definitely	
	Probably	
	Unsure	
	Probably not	
	Definitely not	
17. Factors Influencing Loyalty	Product quality	

	Brand image and reputation	
	Competitive pricing	
	Promotions and discounts	
	Product design and functionality	
	Advertising and social media presence	
	Other (please specify)	
<b>Section E-Effects of Branding on Loyalty</b>		
18. Branding Element Influence on Repeat Purchase (Logos)	Not at all	
	Slightly	
	Moderately	
	Significantly	
	Very significantly	
19. Branding Element Influence on Repeat Purchase (Packaging)	Not at all	
	Slightly	
	Moderately	
	Significantly	
	Very significantly	
20. Branding Element Influence on Repeat Purchase (Messaging)	Not at all	
	Slightly	
	Moderately	
	Significantly	
	Very significantly	
21. Brand Alignment with Personal Preferences	Extremely misaligned	
	Partly misaligned	
	Somewhat aligned	
	Well aligned	
	Very well aligned	

*“End of Questionnaire-Thank You for taking part.”*

### III Focus Group Discussion Transcript

Setting: A WhatsApp Group

Participants:

1. Moderator: A neutral facilitator familiar with market research.
2. Discussants:
  - a. Chanda: A 28-year-old employed woman with moderate income.
  - b. Mwiinga: A 42-year-old self-employed man with a high income.
  - c. Kunda: A 20-year-old student with a low income.
  - d. Mutinta: A 35-year-old unemployed woman with an average income.
  - e. Daka: A 60-year-old retired woman with a moderate income.

Moderator: Welcome everyone, and thank you for joining us to this group to discuss your thoughts and experiences with BigTree Beverages products. As you know, this study is exploring consumer loyalty towards BigTree and the role of their branding strategies. We'll be following a general guideline, but feel free to share your own experiences and opinions openly. Let's start with some introductions. Can you each tell us a little about yourself and how long you've been consuming BigTree products?

(Each participant introduces themselves and shares their consumption history.)

Moderator: Okay, great! Now, diving into the first objective, I'd like to understand your level of loyalty towards BigTree. Chanda, you mentioned being a regular customer. What makes you choose BigTree beverages over other options?

Chanda: I love the variety they offer! I'm a big fan of Fruticana juices for their fresh taste and local fruit options. Plus, Fresh-Up soda reminds me of childhood, and it's perfect for parties.

Moderator: Interesting, Chanda. Mwiinga, you have a different income bracket. How does BigTree's pricing impact your loyalty?

Mwiinga: I appreciate the competitive pricing on bottled water and Shaka soda. But for premium options like Kombucha or C-Shot500 energy drinks, they can be a bit pricey compared to imports.

Moderator: Kunda, as a student, affordability is likely a significant factor for you. Do you find specific BigTree products accessible within your budget?

Kunda: Mojo Energy drinks and Appy Apple juice are my go-to treats because they're budget-friendly. I also save up for Kungfu Energy when I need a serious energy boost. Their limited-edition flavors like Wildcat Energy are cool, but a bit too steep for me regularly.

Moderator: Mutinta, how has your recent unemployment impacted your purchase decisions regarding BigTree products?

Mutinta: Unfortunately, I've had to switch to cheaper alternatives more often. I miss Fruitop sodas and Vatra sparkling water, but quality still matters, so I look for BigTree products during discount promotions.

Moderator: Daka, from your long experience, how has BigTree's branding changed over time, and how has it affected your loyalty?

Daka: I remember when Fruticana first came out! Their branding has definitely become more modern and consistent. I love the vibrant packaging and catchy taglines for Fresh-Up, like "The Refreshing Revolution." It makes them feel more relatable and premium.

Moderator: Thank you all for sharing your perspectives. Now, let's move on to specific branding strategies. Kunda, you mentioned being drawn to limited edition packaging. How much influence does packaging design have on your purchase decisions?

Kunda: It definitely catches my eye and makes me curious about the product. The limited edition Kungfu Energy with the glowing tiger design was awesome! If I like the packaging, I'm more likely to try it, especially if it's a new flavor or something unique.

Moderator: Mwiinga, you mentioned pricing affecting your loyalty. Do you find BigTree's advertising and promotions effective in influencing your purchasing decisions?

Mwiinga: "Buy one, get one free" deals on Shaka or C-Shot500 coupons are always tempting. I'm also more likely to try a new Kombucha flavor if I see a targeted ad mentioning its health benefits.

Moderator: Chanda, you mentioned brand reputation as a factor influencing your loyalty. What aspects of BigTree's brand image contribute to your trust and positive perception?

Chanda: Their commitment to local ingredients and supporting Zambian farmers resonates with me. I also appreciate their involvement in community initiatives, like the Fruticana school nutrition program. These things reflect their positive values and make me feel good about supporting BigTree.

Moderator: Mutinta, you mentioned having to switch to cheaper brands. Does BigTree's brand alignment with your personal preferences still influence your choice, even when price is a constraint?

Mutinta: Absolutely. I know their products are high quality and I trust their ingredients. Even if I can't afford them often, I still hope to return to BigTree products like Fruitop when my situation

improves. Their commitment to local sourcing and ethical practices aligns with my personal values, so I look for them during promotions or special occasions.

Moderator: Daka, you noted BigTree's branding becoming more consistent. How do you think this impacts their overall level of consumer loyalty in Zambia?

Daka: Consistency builds trust and familiarity. I believe it's helped BigTree stand out from the competition and build a strong national identity. Their branding feels modern and Zambian at the same time, which resonates with people across different generations.

Moderator: It's clear that BigTree's branding strategies have a significant impact on consumer loyalty, influencing purchasing decisions through various factors like product quality, pricing, packaging design, advertising, and brand values. Thank you all for your valuable insights! This discussion has provided us with a rich understanding of how BigTree can further strengthen its brand and connect with its customers in Zambia.

End of Focus Group