
AN ANALYSIS OF HOW SUPPLY CHAIN MANAGEMENT CAN
HELP PRODUCE SALES REVENUE FOR FAST MOVING
CONSUMER GOODS FIRMS IN ZAMBIA: A CASE STUDY OF
YALELO LIMITED AND JAVA FOODS

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DECLARATION

This dissertation is my original work and has not been presented for any award of a degree or diploma in any other university. However, I declare that some information has been used from other research done before on this topic and it has been acknowledged.

Signed..... Date.....

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CERTIFICATION OF APPROVAL

This dissertation of MWANGALA CHAALA is approved as fulfilling the requirements for the award of the degree of Master of Business Administration (MBA) offered at the University of Zambia in collaboration with Zimbabwe Open University.

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ABSTRACT

The Fast moving consumer good industry is one of the most vital industries in the Zambian economy, this industry is one of the main sources of employment for thousands of Zambians working in manufacturing, distribution, retail, and marketing, among other areas of the supply chain. This industry is fast paced and due to the short shelf life, high demand, and poor profit margins of FMCG (fast-moving consumer goods) products, efficient supply chain management is critical in this industry's survival. This study's aim was to analyse how supply chain management can help produce sales revenue for FMCG firms in Zambia. The research data was obtained by means of a quantitative paradigm aided by a structured questionnaire that was administered through structured interviews. The questionnaire contained questions regarding, whether Supply chain management contributes to speed to market, overall organization performance and an organization's competitive advantage. A total of 275 members of the target population participated in the research. The selected respondents were either employees of Yalelo Limited, Java Food or any of their supply chain partners. Prior to administering the questionnaire, it underwent a pilot study to ensure validity and reliability.

The research findings revealed that supply chain management contributes to speed to market, and it also creates competitive advantage for the FMCG firms under study. However, the collected data revealed that overall organizational performance does not depend on SCM, but the hypothesis test that was conducted using a Z-test on the collected data indicated that organizational performance does depend on supply chain management. Hence, the null hypothesis was rejected. In conclusion, the researcher concluded that supply chain management is vital to the FMCG firm's quest for revenue generation.

Finally, in line with the research questions, the researcher concluded by recommending industry wide awareness on the importance of SCM, employee training, and that policy makers should ensure to take into account the importance of this industry when formulating policies that affects it. Lastly a recommendation to future researchers on the topic was also made.

KEYWORDS: Fast moving consumer goods, supply chain management, speed to market, organizational performance, Competitive advantage, Supply Chain

DEDICATION

I dedicate my work to my late parents Darison Chaala and Florence Mwiya Siyunyi. This one is for both of you, for having planted the seed of knowledge in my mind and nurtured it.

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I thank the Almighty God for bringing me this far. Without Him none of this would be possible.

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CONTENTS

DECLARATION	i
COPYRIGHT	ii
© 2023 by Mwangala Chaala. All rights reserved.....	ii
CERTIFICATION OF APPROVAL	iii
ABSTRACT.....	iv
DEDICATION	v
ACKNOWLEDGEMENTS	vi
List of Figures	x
List of Tables	xi
List of Acronyms and Abbreviations	xii
CHAPTER ONE	1
1 INTRODUCTION	1
1.1 Chapter Overview	1
1.2 Background of the Study	1
1.3 Statement of the Problem	2
1.4 Purpose of the Study	4
1.5 Research Questions	4
1.6 Research Hypothesis	4
1.7 Significance of the Study	4
1.8 Scope of the study	5
1.9 Delimitations	5
1.10 Definitions of Terms	6
1.11 Ethical Considerations	6
CHAPTER TWO	8
2 LITERATURE REVIEW	8
2.1 Chapter overview	8
2.2 Global Viewpoint on Supply Chain Management	8
2.3 International Viewpoint on Supply Chain Management	14
2.4 Overall Gap Analysis	22
2.5 Chapter Summary	22
3 CHAPTER THREE	23
Research Methodology	23
3.1 Chapter Overview	23
3.2 Research Paradigm	23
3.3 Research Design and Approach	24

3.4	Population target, Sampling Technique and Sample Size	24
3.5	Data Collection Techniques	27
3.6	Data Analysis and Interpretation.....	27
3.7	Pilot Study	28
3.8	Validity and Reliability	28
3.9	Geographical Location	29
4	CHAPTER FOUR.....	30
	PRESENTATION OF RESEARCH FINDINGS.....	30
4.1	Chapter Overview	30
4.2	Introduction	30
4.3	Quantitative Data- Descriptive Statistics.....	31
4.3.1	Demographics	32
4.3.2	Awareness about SCM in the FMCG Industry	35
4.3.3	Length of a SCM System in the FMCG Industry.....	36
4.3.4	Do Successful FMCG Firms use up to date Modern SCM Systems	37
4.3.5	Are SCM Systems managed well in FMCG Firms to maximize on their Full Potential	38
4.3.6	SCM and a Product’s Speed to Market	39
4.3.7	Supply Chain Management and Competitive Advantage	40
4.3.8	Supply Chain Management and Revenue generation.....	41
4.3.9	Supply Chain Management and Organization overall Performance	42
4.4	Chapter Summary	43
5	CHAPTER FIVE	44
	DISCUSSION OF RESEARCH FINDINGS.....	44
5.1	Chapter Overview	44
5.2	Supply Chain Management and Overall Organizational performance	44
5.3	Supply Chain management and Speed to market of FMCG Products.....	48
5.4	Supply Chain Management and Competitive Advantage.....	49
5.5	Research Hypothesis Test	50
5.6	Summary of Hypotheses Testing.....	53
5.7	Chapter Summary	53
6	CHAPTER SIX	54
	RECOMMENDATIONS AND CONCLUSIONS.....	54
6.1	Chapter Overview	54
6.2	Conclusions	54
6.2.1	54

6.2.2.....	55
6.2.3.....	55
6.3 Recommendations.....	56
References.....	57
APPENDICES	62
Appendix A: Budget	62
Appendix C: Questionnaire.....	64
Appendix D: Map.....	66
Appendix D: Ethical Clearance	67

List of Figures

Figure 1: Southern Africa (Lusaka-Zambia)	29
Figure 2:Type of FMCG stakeholder	32
Figure 3: Role of Respondents in the FMCG Industry or Firm	33
Figure 4: Respondent’s Experience Duration in the FMCG industry	34
Figure 5: Respondents response to what the Length of a SCM System is.	36
Figure 6: Are Successful Firms up to date with current SCM Systems	37
Figure 7: Are SCM Systems being managed well to maximize potential	38
Figure 8: SCM and Speed to Market	39
Figure 9: SCM and Competitive Advantage	40
Figure 10: SCM and Revenue Generation	41
Figure 11: SCM and Organizational Performance	42

List of Tables

Table 1: Target Population	26
Table 2: Type of FMCG Stakeholder and response rate	32
Table 3: Role in Organisation/FMCG Industry	33
Table 4: Respondent’s Experience Duration in the FMCG Industry	34
Table 5: Respondents awareness about SCM	35
Table 6: Respondents response to what the Length of a SCM System is	36
Table 7: Are successful FMCG Firms up to date with current SCM Systems	37
Table 8: Are SCM Systems being managed well to maximize potential	38
Table 9: SCM and Speed to Market	39
Table 10: SCM and Competitive Advantage	40
Table 11: SCM and Revenue Generation	41
Table 12: SCM and Organizational Performance	42

List of Acronyms and Abbreviations

FMCG-Fast Moving Consumer Goods

SCM-Supply Chain Management

SC-Supply Chain

SP- Speed to market

KPMG- Klynveld Peat Marwick Goerdeler

ZIM Trade- Zimbabwean Trade

CMO- Chief Marketing Officer

ACMs- African Automotive Component Manufacturers

OEM-Original Equipment manufacturers

BBBEE- Broad-Based Black Economic Empowerment

BEE- Black Economic Empowerment

KZN- KwaZulu Natal

SPSS- Statistical Package for Social Sciences

TCE-Transaction Cost Economics

TBL-Triple Bottom Line

CHAPTER ONE

1 INTROCUCTION

1.1 Chapter Overview

This chapter covers the background of the study, statement of the problem, purpose of the study, the research questions, the research hypothesis, the significance of the study, delimitation, and the definitions of the research's key terms. The chapters give an in-depth view of what this research is about.

1.2 Background of the Study

The Fast-moving consumer goods industry is comprised of companies that retail and manufacture FMCG products. According to KPMG the fast-moving consumer goods industry is one of the biggest industries in the world. Nitesh Goswami defines fast-moving consumer goods (FMCG) as goods that are purchased frequently and for a low price (Goswami, 2021). These products include basic daily necessities like food and drink, toiletries, cleaning supplies, and other reasonably priced home goods, seeing that these are products that most retailers or chain stores sell it is essential for firms in this industry to understand the role that supply chain management plays in their organizations, as this chain allows them to get a product from the conception stage to the final consumers.

It was mentioned in a research by Kennedy Mulenga that since the economic liberalization began in the early 1990s, Zambia's FMCG sector has developed, and Zambia's economy witnessed a transition from being dominated by state-owned enterprises to a more liberalized economy with more privately owned and international companies (Mulenga, 2020). As a result of this economic development, Zambian consumers began to have more disposable income, which increased demand for FMCGs. A market study conducted on Zambia further affirms

how this industry significantly contributes to the Zambian economy, as it states that the country's retail industry is expanding by 12.4% yearly, which increases the prospects for local producers of fast-moving consumer goods (ZimTrade, 2018).

Despite this industry contributing significantly to economic growth, most companies find it hard to survive. According to Kenton this is because the market is greatly large and fiercely competitive because fast-moving consumer items have such a rapid turnover rate (Kenton, Investopedia, 2023). It was also noted that most businesses in this industry work to stay afloat by concentrating majority of their efforts on marketing fast-moving consumer items to persuade and attract customers to purchase their products, so it may seem that more attention and resources are focused on brand awareness than ensuring effective and efficient SCM within some of these firms.

So, the question in mind here is, how can companies in this industry create a sustainable competitive advantage by using a different approach. This paper will focus on how companies in the FMCG industry in Zambia can do this by analysing how supply chain management can help produce sales revenue these firms.

1.3 Statement of the Problem

Companies in the FMCG industry should not focus their efforts solely on marketing their products to boost their revenue. Most of the studies looked at focused in creating competitive advantage for companies in this industry through marketing and those that touched on supply chain management were conducted in countries such as India, the USA and other countries in Europe and America.

According to Leon a survey conducted by CMO in 2022 revealed that marketing budgets percent of total revenue was 22.7% for B2C companies (Leone, 2022). Companies spend copious amounts of their revenue on sales teams, marketing strategies, advertising campaigns

and brand building in an effort to achieve success in this sector. They believe that the supply chain can only contribute to higher profits if spending on supply chain activities is more streamlined.

According to Schwartz a company can become very widely known and customers may seek out their product due to successful marketing efforts, but this side of their success may prove useless if they experience supply chain problems such as product unavailability, lack of distribution channels, late deliveries of products and supply of low-quality products (Schwartz, 2015).

Reidy mentions in his article that ignoring supply chain visibility can cause a lot of problems for companies (Reidy, 2019). He further notes that companies that lack supply chain visibility suffer from decreased productivity, higher working capital costs, and harm to their brands' reputations. Organizations urgently need visibility in the supply chain to stop these losses.

Although there are numerous studies on supply chain management, such as the one conducted by (Basuki, 2021) on supply chain management trends and another by (Ata Al Shraah, 2022) on uncertainty in the supply chain there still is a limited number of studies that have been conducted on how supply chain management can help produce sales revenue for Zambian FMCG firms in the Zambian FMCG industry, especially for start-ups in this industry. So, as it stands, we do not know, how investing significantly in supply chain activities and efficiently managing it, can help Zambian FMCG companies generate revenue and at the same time creating competitive advantage. As most of the successful companies in the industry are foreign owned. This research set out to find out, how supply Chain Management can help produce sales revenue for FMCG firms in Zambia.

1.4 Purpose of the Study

The purpose of this study was to analyse the relationship between supply chain management and increased revenue for FMCG Zambia companies in Zambia. It did so by analysing how managing supply chain activities has helped successful Zambia FMCG companies.

1.5 Research Questions

1. Does supply chain management contribute to organizational performance for Zambia FMCG companies in Zambia?
2. Does supply chain management contribute to speed to market?
3. Can supply chain management create competitive advantage?

1.6 Research Hypothesis

H₀: Supply chain management does not contribute to organizational performance for FMCG companies in Zambia.

H₁: Supply chain management contributes to organizational performance for FMCG companies in Zambia.

1.7 Significance of the Study

The importance of findings of this research stems from the absolute benefits it will bring to other business students and scholars in the field, FMCG companies, the country and other stakeholders. It will contribute to the vast knowledge in relation to supply chain management. With the increasing necessity for the Zambia economy to perform well, this study was a significant endeavour in promoting organizational profitability of Zambia FMCG companies which will in turn boost the economy.

1.8 Scope of the study

The study was reliant upon respondents from Yalelo limited employees, Java Food employees and their supply chain partners. The study was focused on how supply chain management can help in producing sales revenue for FMCG companies in Zambia. Although agreement to contribute was achieved, some interviews were cancelled. However, every effort was made to ensure that the necessary information was collected. The questionnaire had closed ended questions, as this encouraged most of the respondents to take part and it helped to complete the research on time.

Further research may be required to cover more Yalelo and Java foods stakeholders, as this study was focused on their employees and available supply chain partners due to time and financial constraints.

1.9 Delimitations

The delimitation of the research was both contextual and geographical. The contextual delimitation was limited to supply chain management in the *Zambian FMCG industry* because the researcher was familiar with the language and operations in this industry.

The geographic delimitation was limited to *Zambia FMCG firms* whose headquarter, and majority of their operation were located in Lusaka, Zambia because the researcher was able to travel to these locations with ease and at a cheaper cost.

1.10 Definitions of Terms

1. ***Supply chain management***: Supply chain management is the flow of goods and services and includes all processes that transform raw materials into final products (Kenton, Investopedia, 2021).
2. ***Supply chain***: A supply chain starts with the delivery of raw materials from a supplier to a manufacturer and ends with the delivery of finished products or services to the consumer (Kenton, Investopedia, 2021).
3. ***Fast moving consumer goods***: Fast-moving consumer goods are products that sell quickly at relatively low cost (Gordon Scott, 2021).
4. ***Speed to Market***: Speed to market (or time to market) is how quickly a business can go from conceiving a product to getting it to end customers (Hofman, 2023).
5. ***Competitive Advantage***: Competitive advantage refers to factors that allow a company to produce goods or services better or more cheaply than its rivals (Twin, 2023)
6. ***Organizational Performance***: Organizational performance is the ability of an organization to reach its goals and optimize results (Miles, 2022).

1.11 Ethical Considerations

1. The researcher obtained ethical clearance from the University of Zambia's Ethics Committee.
2. The researcher informed the organizations of interest of their intention to study the organizations and its stakeholders and only used information that they were authorized to use.
3. The researcher ensured that the respondents had full knowledge of what the research was about and for what the information is required. All respondents were issued a consent letter.

4. The respondents had their right to privacy adhered to by the researcher. When respondents did not wish to disclose certain information, they perceived private and sensitive, the researcher did not try to force or coerce them into revealing that information.
5. All the information given to the researcher has been kept in confidence and the respondents identities have been kept anonymous.
6. The researcher did not allow her personal values to influence the way data in which data was be analysed and interpreted. This helped in ensuring that the research findings are unbiased.

CHAPTER TWO

2 LITERATURE REVIEW

2.1 Chapter overview

This chapter's aim is to provide a general overview of the literature on supply chain management. It will critique the validity of this study by looking into other studies done on supply chain management globally and internationally by highlighting the gaps in these studies, and it will conclude by identifying the overall gap in the available knowledge on supply chain management.

2.2 Global Viewpoint on Supply Chain Management

This section of the literature review will review studies from across different continents to give us a global view of supply chain management. It will bring light to some studies conducted in Indonesia, USA, China, Sweden, and Canada on Supply Chain Management.

In a study conducted in Yogyakarta city in Indonesia, on the “Effect of Supply Chain Management on competitive advantage and organizational performance: on the Batik industry”, by (Muhammad, 2021) A questionnaire was issued to business owners or managers in the batik sector that were registered in the database directory of the Yogyakarta Provincial and City Industry and Trade Services was used as the data gathering method. Structural Equating Modelling (SEM) with SmartPLS3 served as the researcher's analytical tool. The findings showed that supply chain management significantly improved company performance and competitive advantage, as measured by t values of 2.998 and 2.790 and path coefficient values of 0.156 and 0.423. Competitive advantage significantly improved organizational performance, with a t value of 18.524 and a path coefficient of 0. 865. In this study, supply chain management's impact on quasi-mediating organizational performance could be mediated by competitive advantage.

Though the study is similar to our study, as it was investigating the effects of SCM on competitive advantage, we cannot use this study's findings to answer our questions regarding SCM in the Zambian FMCG industry because the study was conducted in Indonesia and on a textile industry.

In another study on Supply chain management practices, Dr Shivalingam stated that Since competition was between supply chains rather than associations, strong store network executives (SCM) had emerged as a potentially crucial strategy for guaranteeing advantage and enhancing authoritative execution (Shivalingam, 2020). The five SCM practice components (key provider association, client relationship, level of data sharing, form of data sharing, and deferment) were conceptualized and created in his investigation, which also investigates the relationships between SCM practice, advantage, and hierarchical execution. 196 relationships provided him data for the analysis, and underlying condition demonstrating was used to test the links suggested by the algorithm. The results demonstrated that higher degrees of SCM practice can result in improved command and better authoritative performance. Furthermore, having the upper hand may have a direct, favourable impact on how hierarchy is executed.

This research study focused on the SCM execution process rather than on how managing that execution process may benefit the organization, hence it was not immensely helpful to what we sought to find out, leaving a gap for further research on the topic.

An empirical study conducted on both the USA and Taiwan titled, "Supply Chain Management in the US and Taiwan: An empirical study" was conducted in 2008 by (Wing. S Chow, 2008), the study examined the relationship between supply chain management elements and organizational performance using an empirical survey of middle-line managers in the US and Taiwan. It was discovered using structural equation modelling that important supply chain management elements had a significant impact on organizational performance.

The study's conclusions were summed up as follows: In both Taiwan and the US, supply chain competencies improve organizational performance, the development of supply chain competences centres on distribution and operations, design effectiveness, and quality and service and that meeting client needs is the aim of supply chain competence. It was also discovered that Organizational performance in Taiwan is directly impacted by supply chain practices, which are comprised of supply chain features, integration, and customer services; in the US, however, the impact was only indirect. In the US and Taiwan, there was a strong correlation between supply chain practices and competences. But only in the case of the USA are supply chain issues and procedures related. Middle-line managers in Taiwan and the US were able to increase organizational performance by focusing on distinct aspects of supply chain management with the help of these outcomes. Additionally, they pointed out some of the variances that can depend on the circumstances as well as certain commonalities between the two locations.

This study was focused on the middle-line management's competences and how these competences impact the performance of SCM systems in the USA and in Taiwan. Though it was an insightful study, it could not be used to answer a question on supply chain management on the Zambian FMCG industry.

This empirical research conducted in the USA had a primary goal to examine the relationship between supply chain management and organizational performance (Jermisittiparsert, 2019). The study also wanted to look at how green marketing affected the relationship between supply chain management and organizational performance (Jermisittiparsert, 2019). This study focused on supply chain management ideas to talk about how to handle green marketing. The study found that supply chain management strategies have an impact on an organization's ability to compete and its overall success. It also predicted that SCM can increase their competitive edge through product innovation, time to market, delivery dependability, product quality, and price.

The gap in this research study is that it was conducted in the USA and even though it was examining the relationship between SCM and organizational performance, it used green marketing as the mediating factor between SCM and organizational performance. This renders this study's findings irrelevant to our research questions.

As we shift across the world to China, a study was found titled, "The Impact of Supply Chain Management on the Digital Transformation of Chinese Manufacturing Enterprises." The study used 3008 listed companies as research samples from China's manufacturing industry from 2011 to 2020 in order to examine the relationship between the supply chain and enterprise digital transformation (Jermisittiparsert, 2019). Text analysis was used to measure the extent of enterprise digital transformation, the concentration of suppliers upstream in the supply chain, and the impact of downstream customer concentration on manufacturing enterprise digital transformation. The data collected demonstrated that supply chain management significantly influences the digital transformation of manufacturing businesses, and that the influence of supply chain characteristics on the extent of business digital transformation is bidirectional—that is, it can either help or hamper the digital transformation of businesses: Businesses' digital transformation will be hampered by the concentration of upstream suppliers, but it will be aided by the concentration of downstream consumers. It demonstrates that businesses should create an appropriate digital transformation plan based on their unique supply chain features in order to successfully implement digital transformation.

Even though this study was examining the impact of SCM on the digital transformation of the Chinese manufacturing industry, and it found that SCM had significant impact on this industry. These finding could not be applied to the Zambian FMCG conclusively, hence there was gap for our research to move forward.

Another study conducted in China was reviewed, it was done by (Li, 2020), this study titled , “The impact of Supply Chain practices and quality management on firm performance: Evidence from China’s small and medium manufacturing enterprises”, This study examined the effects of quality management and supply chain procedures on the business performances of 138 small and medium-sized enterprises in China using survey data. Market share and innovation performance are examples of business performances.

The findings of the analysis demonstrated that: (1) supply chain information sharing significantly improves supplier-specific investment and quality management practices; and (2) supplier-specific investment and quality management practices significantly improve market share and innovation performance.

This study also discovered that the coastal Zhejiang province outperformed seven interior provinces in terms of market share performance, innovation performance, level of quality management practice, and supplier-specific investment. In terms of supplier-specific investment, companies in highly competitive environments often invest less than those in somewhat competitive environments. This study reveals no differences in supply chain information sharing, company performances, or quality management practices for the enterprises with varying levels of supplier specific investment (high and low). In conclusion, there is a positive relationship between market share performance and innovation performance.

Although insightful on supply chain practices, this study was conducted in China on the small and medium manufacturing firms, it also used an angle of quality management to investigate the impact of SCM on a firm’s performance. This study could not be used to answer our research.

In Sweden, a study by (Tariq, 2021) on SCM titled, “How Mobility through digitalization in supply chain are changing the dynamics of business”, had as its main goal bringing attention to the automation and digitization in the textile industry's supply chain management.

In order to perform the research on the given issue of supply chain management, the researcher used a qualitative methodology.

The research's conclusion indicated that the textile sector was encountering a number of difficulties in using conventional processing methods to meet supply chain goals and objectives (Tariq, 2021). The textile business faces problems and challenges, and the old model that was put into place was not robust enough, according to the reviews that interviewees provided. The difficulties facing the textile business were addressed by presenting the most recent models, techniques, and methodologies. The study article made the case that, in order to expedite the SCM system, it is imperative to guarantee the application of innovative textile technology (Tariq, 2021).

This study was focused on the models used in the management of the SCM system. It also focused on automation and digitization in the Sweden's textile industry, which is unrelated our research's focus, because of this, their study's findings could not be used in our research

Lastly on the global perspective on SCM, a study by Fantazy and Kumar on Supply Chain management practices and performance in the Canadian Hospitality industry, highlighted that there has been an increase in the realization of the importance of SCM and its contribution to organizational performance (Fantazy, 2010). Their study addressed the SCM practices with emphasis on strategic purchasing in the Canadian hospitality sector. This study investigated seven hypotheses about how strategic purchasing affects SCM practices and confirmed its impact on hotel performance using data gathered from 105 Canadian hotels. Every relationship that had been proposed was validated. The findings showed that communication, service

quality, financial performance, customer satisfaction, and supplier relationships were all favourably correlated with strategic purchasing.

The difference here is that the study addressed SCM practices with emphasis on strategic purchasing as the mediating factor between SCM and organization performance. It also was conducted in Canada and on their hospitality industry. The differences between this study and ours, left a gap for further investigation

2.3 International Viewpoint on Supply Chain Management

This section reviews studies done in Africa on this topic. It will highlight on some studies done in South Africa, Ghana, Nigeria, Ethiopia, Malawi, and Zambia. It will conclude by identifying the gaps in these studies which we are seeking to address with this study.

Over the years there has been studies on this subject matter such as the study by Evans and Mawuko on “Supply chain and Organization Performance: A Value Creation Perspective” in 2018 (Dza, 2018). The objective of the study was to determine how Ghanaian manufacturing companies added value to the supply chain by fusing their distinctive skill sets and forging close bonds with chain partners. Examining how strategic supply chain management strategies enhanced organizational performance was the main goal. Utilizing exploratory factor analysis, correlation, regression analysis, and other analytical approaches, data was gathered and examined.

The results showed that although value creation had a less significant impact on supply chain performance than supply chain management methods, the impact was still present. Value generation does not, however, fully balance supply chain management techniques. The study also demonstrates that value creation has a considerable negative impact on information and technology management, negatively impacting supply chain performance by roughly

26%. Therefore, it was determined that in order to maximize production, practitioners in the manufacturing sector must identify crucial supply chain management strategies that have a significant impact on supply chain performance (Dza, 2018).

This particular study was mainly focused on one SCM strategy, which was forging close bonds with chain partners, and it was conducted on the Ghanaian manufacturing sector. Based on this, this study's findings could not be applied to our research.

A study by (Naude M. J., 2009) conducted in South Africa on "Supply Chain Management Problems experiences by South African Automotive Component Manufacturers" in 2009. The study's primary goal was to determine the supply chain management issues that ACMs in South Africa deal with, how much of these issues they face, and how to resolve them. A research of the literature and conversations with two South African OEMs helped to identify the issues. A survey was created using this information and distributed to every NAACAM member for completion. The study included both quantitative and qualitative components and was exploratory in character. To direct the investigation, seven hypotheses were developed.

The research findings suggested that the supply chain issues faced by ACMs were not related to the business's age, location, or size. However, the relationships between ACMs and their suppliers and consumers pose a substantial challenge. The results also showed that some of the major supply chain issues that ACMs were dealing with were pressure from OEMs to lower prices, the cost of materials, order cancellations, excess inventory, issues with rail capacity and reliability, the high cost of ports in South Africa, the expense of replacing antiquated technology, and BBBEE—achieving and verifying BEE scorecards. The results also revealed labour issues and a shortage of skills, both of which required time to address.

This study focused on the problems experienced in the South African automotive industry. Their findings were way off from what our research was trying to analyse, and the industry

was also different from the FMCG industry, it would have been unrealistic to use their finding in this research.

In another study conducted in the KwaZulu Natal region in South Africa by (Nkwanyana, 2018) on “An Assessment of the Efficiency and Effectiveness of Supply Chain Management in the Public Sector: A Case Study of the Department of Justice and Constitutional Development in KwaZulu Natal Region”, With the use of a 5-point Likert scale questionnaire, a quantitative paradigm was used to collect research data. The research project's goals and several SCM-related subjects were covered in the questionnaire. The research involved 129 participants who were members of the target population. They were chosen from KZN's many offices. The participants were chosen using a purposive selection technique. The process of gathering the questionnaires from them engaged the researcher directly. The questionnaire was pre-tested for accuracy and clarity before it was administered. Windows version 24.0 of the Statistical Package for the Social Sciences (SPSS) was used to analyse the data that were gathered.

The study's findings showed that SCM has made a substantial contribution to the organization's improved adherence to service standards and good governance principles. Nonetheless, difficulties related to insufficient capacity, such as a shortage of personnel, knowledge, and expertise, were identified. The researcher ended by recommending structural re-engineering, employee training and development, supplier education, supply chain planning, and collaboration and partnerships amongst all parties involved in the delivery of goods and services to end users in accordance with the goals of the study (Nkwanyana, 2018).

Though this study shows how important supply chain management is, it was conducted in the South African public sector and was also focused on the effectiveness and efficiency of SCM

in general, as this research was aimed at analysing how SCM can be beneficial in revenue generation. Hence, there was a gap left in our quest to analyse how SCM can help FMCG firms to generate revenue.

On the other side of the continent, in a study conducted in Nigeria by (Shobaya, 2017) titled “supply chain management and operational performance in Nigeria: a panel regression model approach”, With a focus on supply chain strategy and supply chain flexibility, the study looked at how supply chain management affected the operational performance of manufacturing firms in Nigeria.

Evaluating the entire impact of supply chain management on the operational performance of organizations was the first objective. According to the results, supply chain management has a minimal overall impact on operational performance. Across all company samples, the magnitude of variance in operational performance caused by supply chain management was 7.6%, which was statistically insignificant. The outcome of the appropriate random effect model indicated that, at the 89% probability level, which was above the 5% significant level, supply chain strategy did not have a statistically significant effect on operational performance. This finding addressed the impact of supply chain strategy on an organization's operational performance (Shobaya, 2017).

The final objective was to ascertain how supply chain flexibility affected an organization's operational performance. The model also revealed that this relationship exists, with supply chain flexibility having a statistically significant impact on operational performance at a probability level of 19%—above the generally accepted significant level of 5%. To investigate if there is a considerable influence on the variables found and the degree of significance in the variables, a random effect model was created. This study used secondary sources to gather data

for its ex post facto descriptive research design. Between 2011 and 2016, the information was taken from manufacturing businesses' annual reports.

The results showed that the magnitude of variation that supply chain management causes on operational performance is 7.6% for all the companies' samples, which is significantly low, and that supply chain management does not have a significant overall effect on operational performance at Prob value =0.343, which is above the sig. level of <.005. Therefore, it is advised that a company's supply chain management not directly impact its operations; instead, businesses might choose to use a variety of tactics and operational flexibility (Shobaya, 2017).

This study focused on Supply Chain Management and performance management but was solely on the Nigerian manufacturing industry. It was also focused on supply chain strategy and supply chain flexibility, with this angle in their research, their findings could not be applied to our research.

Another study conducted in Nigeria in 2023 by (Iherobiem, 2023) on the effects of Supply Chain Management on Firms Innovative Performance: A Study of Manufacturing Firms in Nigeria. The objective of the study was to determine how Nigerian manufacturing companies' innovative performance was impacted by sustainable supply chain management strategies. The specific objectives were to assess the innovative performance of Nigerian manufacturing firms concerning the social, environmental, and economic aspects of sustainability. The study made use of both the Stakeholder Theory and the Transaction Cost Economics (TCE) Theory. Three Nigerian manufacturing enterprises served as the study's target population, and it used a descriptive survey approach. Using a deliberate sampling approach, the researcher determined that a sample size of 120 was appropriate for the study.

The research instrument's validity and reliability were assessed in a pilot study before any data were collected. A 91% response rate was attained, and percentages were used to present the

findings in tables. The findings of the analysis indicated that the innovative performance of manufacturing companies in Nigeria was positively impacted by sustainable supply chain management practices. Specifically, the economic, environmental, and social dimensions of sustainability all had a significant positive impact on this performance. Consequently, the study suggested that manufacturing firms increased their competitive advantage by implementing more sustainable processes. Based on the results and the conclusion, the researcher recommended that manufacturing companies engage in more sustainable activities as this will enhance their competitive advantage. By publicizing their community involvement, they should also foster partnerships with their stakeholders. By doing this, companies might gain a positive reputation in the eyes of their customers, resulting in a rise in spending and customer loyalty. The triple bottom line (TBL) should also be successfully incorporated into the operations of manufacturing organizations. Reevaluating their goods and services, supporting community initiatives, and cutting back on waste in the neighbourhoods are some ways to achieve this.

As this study's objective was to determine how Nigerian manufacturing companies' innovative performance was impacted by sustainable supply chain management strategies, it was different from this research's aim, and it was also conducted in Nigeria. Their research findings could not be used to answer our research questions, hence, a gap for further research for us.

A study was conducted on the Ethiopian banking sector in 2022 by (Jemal, 2022), Examining the effect of supply chain management practices on performance in Ethiopian banking firms was the primary objective of their study. A survey sample strategy was used to study three government banks that were purposefully chosen, and a cross-sectional descriptive survey design was used to collect data using a pretested questionnaire. Using STATA 14, the primary quantitative analysis was conducted. They discovered that the state of SCM practice was excellent. While ordinal logistic regression analysis showed that SCM practice dimensions

customer relationship with SCM best practice and lean program have a positive significant impact on the profitability of SCM practices, Spearman correlation analysis showed that lead time, customer relationship, ease of access system support, efficient ordering, and lean program uniting SCM best practice with profitability have a positive relationship.

Their study was conducted in Ethiopian and in the banking sector. The sector being completely different, renders their findings unapplicable to our research.

In Malawi, a study by (Naude F. K., 2021) titled ‘The Barriers in the supply chain management of essential medicines in the public healthcare system in Malawi’, This study looked into the obstacles to managing the essential medication supply chain in Malawi's public healthcare system. The descriptive and exploratory research used a qualitative case-study methodology. Semi-structured interviews were utilized to gather data from 12 participants, who were selected from a non-probability purposive sample consisting of vital drug suppliers, regulators, donors, and logistical companies in Malawi. Thematic analysis was used to examine the data.

The results showed obstacles that have a detrimental impact on supply chain management performance. The planning, procurement, and selection of necessary medications are the principal areas where obstacles were found. There were no prior studies that addressed identifying obstacles in the Malawian pharmaceutical supply chain. The researchers further stated that their study adds to the corpus of knowledge in the field in two ways, that it first analyses the obstacles and then offers potential guidance to stakeholders in Malawi's public healthcare service delivery system on how to enhance the availability of necessary medications (Naude F. K., 2021).

Though close to home, this study was conducted on the Malawian public health sector and its was mainly focused on the procurement section of the SC hence, it provided our study little information that could be used to answer the questions we seek to answer.

Lastly on the African perspective on supply chain management, we found a study conducted on the Zambian Agro sector done by (Chileshe, 2022). The objective of this study was to determine how supply chain management practices adoption affects business performance in terms of competitive priorities. Theories include resource-based and resource-dependency theory, competitive strategy, social-political perspective, and industrial organization and related transaction cost analysis were employed in their research. The research also stated that despite the increased attention on Supply chain management over the years, they found little literature that is able to be used as guidance in the practice of SCM, because of the interdisciplinary origin of SCM, the evolutionary nature of SCM and the conceptual confusion of it all (Chileshe, 2022). This study further noted that the majority of contemporary supply chain management (SCM) theoretical and empirical research concentrates on either the upstream or downstream side of the chain, or specific SCM characteristics and viewpoints. Which revealed a gap in research that needs to be filled by examining the supply chain's upstream and downstream components and connecting these activities to both organizational performance and competitive advantage. Small and medium-sized agro-dealers in Lusaka were the target demographic, and 151 was their estimated sample size. The hypothesis was addressed using regression analysis. Results of the research showed that supply chain management application affects performance based on competitive considerations (Chileshe, 2022).

This was the only study we found on SCM in Zambia, though it was conducted in Zambia, this study was on the Zambian Agro sector. The Agro sector is set up very different from the FMCG industry, and it was focused on how adopting SCM practices could be beneficial in that sector. Based on this, Chileshe's research could not be used to answer our research question.

2.4 Overall Gap Analysis

In our quest to answer our research questions, we reviewed several past studies related to SCM Globally and internationally, with one study found on the Zambian Agro sector. These studies were very insightful but could not be used to answer our questions regarding SCM in the Zambian FMCG industry.

These various reviewed studies indicate that supply chain management may create competitive advantage for an organization, and in other instances may altogether not be a driving factor for organizational performance, which left the researcher a bit confused and motivated to find out the answer for themselves. Another gap that was found in the literature of SCM, is that so far most of the studies on supply chain management that are focused on the performance of an organization have been done this with a different perspective than what this study aims to analyse.

So, the primary aim in this study will be to relook at this topic of supply chain management from a new perspective.

2.5 Chapter Summary

This chapter reviewed past literature on Supply Chain management. It looked at global and international studies conducted on SCM.

Research Methodology**3.1 Chapter Overview**

The methodology for conducting this research is described in this chapter. The research paradigm is covered first, then the research design, sampling techniques, analysis methods, reliability and validity concerns, data analysis and interpretation, ethical issues with this research, and lastly the pilot study.

3.2 Research Paradigm

This research adopted a positivist paradigm to guide the study. It has been noted by (Ulz, 2023) in her article that Positive paradigm advocates hold that there is only one reality that is quantifiable and comprehensible. As a result, it was further noted that it is likely that these researchers will use quantitative techniques in their research. The article also mentions that an empirical hypothesis is typically put out in the research process for positivist paradigm studies, and it is either confirmed or disproven by the gathering and examination of data. Rather than searching for the qualitative explanation of the links between variables, positivists use an objective approach to research and use statistics to examine the presence of quantitative relationships between variables (Ulz, 2023).

In the case of this research, the researcher was objective and relied solely on the findings of the data collected than their beliefs on what the outcome of the study should have been. They used the findings to answer their hypothesis.

3.3 Research Design and Approach

This study used the quantitative approach and descriptive design. According to the guidelines provided by the University of California finding the relationship between one factor (the independent variable) and another (the dependent or outcome variable) within a population is the aim of a quantitative research study. In this case the independent variable is SCM, and the dependent variable is an organizations sales revenue (Organizational performance) (University of California, n.d.).

Dr Renu Bisht defines a descriptive approach as a methodological approach that aims to describe the features of an event or subject that is being studied (Bisht, 2024). He further elaborates that this approach offers a comprehensive and in-depth description that facilitates comprehension, classification, and interpretation of the topic.

Hence, this study as stated earlier, adopted to use a descriptive design, as statistical data was collected which was later used to analyse the targeted population sample using SPSS.

3.4 Population target, Sampling Technique and Sample Size

According to (Barnsbee, 2018) The group of people that the intervention aims to study and make conclusions from is known as the target population. So, the population of interest were employees of FMCG companies, customers, and supply chain partners, but the sample was drawn from the two companies of interest (Java food and Yalelo Ltd). So, Java Foods and Yalelo Limited employees, some of the customers and supply chain partners were selected to participate in this study.

(Coursera, 2023) defines sample size as the number of observations or subjects in a study or experiment. It further states that it is the quantity of people, objects, or data points chosen to statistically represent a bigger population and because it directly affects the dependability and degree to which the findings may be generalized to a larger population, sample size is an important factor to take into account in research.

This is why it was critical for the researcher to use a sample size that was going to be good representation of our target population. Hence, the sample size was determined using Cochran's formula as recommended by Statistichow website (Statistichowto, 2024), the website's author mention that Cochran's technique is thought to be particularly useful in scenarios with big populations.

The Cochran Formula is:

$$n = \frac{Z^2 pq}{e^e}$$

Where:

z = 95% confidence level which is 1.96 using z score

p = estimated part of the population which has common attributes

q = 1-p

e = margin of error which is 5% or 0.05

Thus $n = \frac{z^2 pq}{e^2}$

$$n = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2}$$

$$n=384.$$

Such that the Sample simple size n is as follows.

$$n = \frac{n}{1 + \frac{n-1}{N}}$$

$$n = 384$$

$$n = 1000$$

$$n = \frac{384}{1 + \frac{384-1}{1000}} \quad n = 278 \text{ respondents}$$

Population Target Breakdown Table

Table 1: Target Population

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yalelo employee	94	34.2	34.2	34.2
Java Foods employee	105	38.2	38.2	72.4
Other stakeholder	76	27.6	27.6	100.0
Total	275	100.0	100.0	

Systematic sampling was used to pick the respondents. According to (Medallia, n.d.) Systematic sampling is a sampling technique that involves the sequential selection of components from an ordered population. The author further states that, based on a random beginning point with a periodic, fixed interval, samples are selected from a wider group using this probability-based method (Medallia, n.d.).

3.5 Data Collection Techniques

The study used structured interviews with the aid of a structured questionnaire to collect the needed data. (Merkus, 2022) says that in order to gather information on a topic, a structured interview focuses on asking questions in a predetermined sequence.

Hope Salvatori states that the ideal format for questionnaires is frequently a set of structured survey questions, particularly when dealing with large sample sizes or needing to compare replies rapidly and take appropriate action based on feedback (Salvatori, 2023).

This article further notes some of the benefits of a structured questionnaire, such as high response rate, clarity and accuracy, consistency and comparability, relevance, efficiency and easy to analyse.

3.6 Data Analysis and Interpretation

The data collected was analysed using SPSS. (Statistical Solution, n.d.) the SPSS help website describes SPSS as the statistical package for social sciences which is used by researchers to perform statistical analysis. They note that SPSS is a software used to perform quantitative analysis, that researchers have widely used the software to perform quantitative analysis since its development by Norman H. in the 1960s.

The software in this case, was used by analysing the descriptive data and summarising it into several statistical and graphical displays, which helped the researcher to get the results by analysing the frequencies in the results.

3.7 Pilot Study

A pilot study was conducted prior to the actual research. According to (Simkus, 2022) The purpose of a pilot study, often known as a "feasibility study," is to assess the possibility for a future, full-scale research before doing any large-scale quantitative research.

It is further noted that a crucial element of the research process is the pilot study. Before the primary research is undertaken, they can assist in identifying design difficulties and assessing the feasibility, practicability, resources, time, and cost of a project.

3.8 Validity and Reliability

It has been noted that two essential ideas in quantitative research that have an enormous impact on study quality are validity and reliability (Sago, n.d.). It has further been highlighted that despite the fact that the terms are frequently used synonymously, they relate to distinct areas of study. The degree to which a research study assesses what it purports to measure without being influenced by bias or other variables is known as its validity. On the other hand, reliability refers to how steady and consistent study findings are across time and among various samples, methodologies, and assessors.

To ensure the validity and reliability of this study, the researcher conducted a pilot study as stated above.

3.9 Geographical Location

The study was conducted In Lusaka, Zambia where the companies of interest’s headquarters are located.

The map below shows where the study was conducted.

Figure 1: Southern Africa (Lusaka-Zambia)



Source: (GoogleMaps, 2024)

PRESENTATION OF RESEARCH FINDINGS**4.1 Chapter Overview**

This chapter contains the research findings. The presented findings were obtained using the research tools, which were the structured questionnaires and interviews. The interviews were conducted to facilitate faster data collection, it was found that seating down with the respondents as they answered the questionnaires was effective because the researcher was able to assist and answer the respondent's queries in order for them to understand the questionnaire quicker.

Also, it was also found that the respondents were able to answer all the questions on each questionnaire quicker with the researcher present there. This ensured that all the administered questionnaires were returned to the researcher. This chapter presents only quantitative data, however the researcher added notes on each data presentation to ensure that the readers understand the meaning of the presented quantitative data.

The purpose of this study, its research questions and hypotheses were reviewed in this chapter.

4.2 Introduction

The purpose of this study was to analyse how supply chain management can help produce revenue for FMCG Zambian companies in Zambia. It did this by analysing how managing supply chain activities has helped successful Zambian FMCG companies, hence why Java Foods and Yalelo Limited were selected as the case studies. Specifically, this study aimed to answer three questions: (a) Does Supply Chain management contribute to organizational performance, (b) Does supply chain management create competitive advantage and (c) Does supply chain management contribute to speed to market.

Lastly it had a null hypothesis and an alternative hypothesis as seen below.

H₀: Supply chain management does not contribute to organizational performance for FMCG companies in Zambia.

H₁: Supply chain management contributes to organizational performance for FMCG companies in Zambia.

These research questions guided the researcher to formulate the questions in the research questionnaire. So, we will now look at the responses the researcher got from Yalelo employees, Java foods employees and other stakeholders (Which was a combination of customers, distribution partners and retailers) collectively. The research only designed one questionnaire for all 3 types of respondents, as the aim was to get their general overview of the industry by using these two organisations, and not just the organisational view. The responses that were given to the questions assisted the researcher to get an insight for driving recommendations for SCM in the FMCG industry in Zambia.

4.3 Quantitative Data- Descriptive Statistics

A total of 278 questionnaires were created and consequently short interviews were set with the selected respondents. However, only 275 questionnaires were returned due to the researcher was not being able to interview all respondents due to time constraints. This shows 98.9% success for this study. This puts this research is in a really good success space based off what (Masson, 2023) noted, that a response rate of 5% to 30% is considered appropriate for research surveys. He further noted that a response rate above thirty percent is regarded as excellent. It is crucial to emphasize that there is not a single, accepted cutoff point for what constitutes a "good" response rate in a research survey (Masson, 2023).

Hence, all the data analysis presented below is based off the responses of 275 respondents, which is a full representation of all the respondents that the researcher was able to access.

4.3.1 Demographics

4.3.1.1 Type of stake holder in the FMCG Industry and Response Rate

Respondents were asked to indicate if they either worked for Yalelo Limited, Java Foods or if they were another type of stakeholder in the case study. Another type of stakeholder means supply chain partners such as customers, distributors, and retailers.

Table 2: Type of FMCG Stakeholder and response rate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yalelo employee	94	34.2	34.2	34.2
	Java Foods employee	105	38.2	38.2	72.4
	Other stakeholder	76	27.6	27.6	100.0
	Total	275	100.0	100.0	

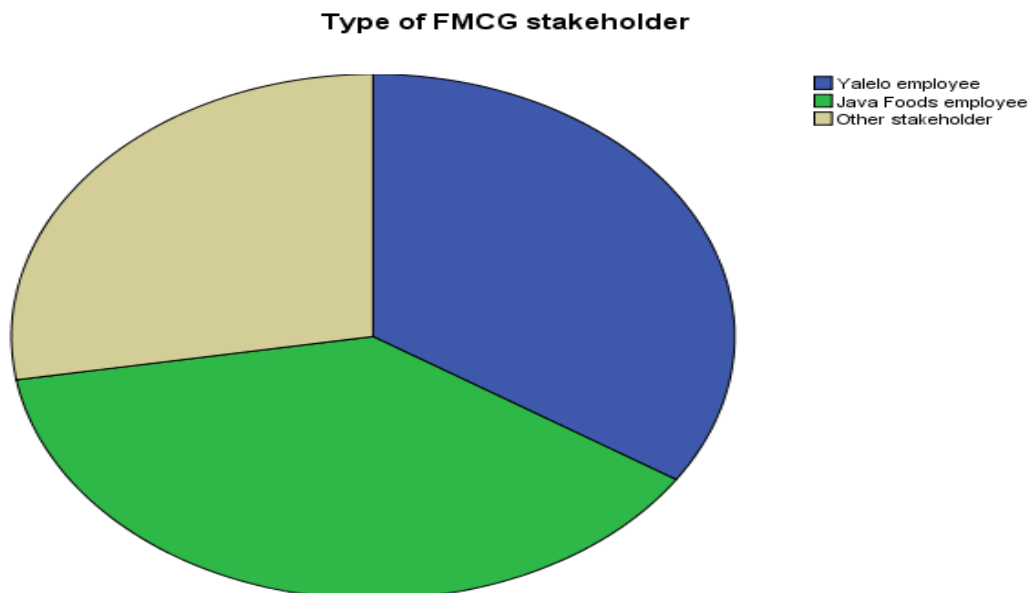


Figure 2: Type of FMCG stakeholder

The table and pie chart above indicate that majority of the respondents were java foods employees, which was 38.2% of total respondents, Yalelo employees were 34.2% and other stakeholders were 26.7% of the total.

The study was not designed to have more of one type of respondent than the other, but the response rate indicates which respondents were more cooperative and willing to participate in the study.

4.3.1.2 Respondents Role in the FMCG industry or FMCG Firm

Respondents were asked to indicate their role in the FMCG industry or FMCG firm.

Table 3: Role in Organisation/FMCG Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Sales/retail	91	33.1	33.1	33.1
Logistics/warehouse	74	26.9	26.9	60.0
Other	110	40.0	40.0	100.0
Total	275	100.0	100.0	

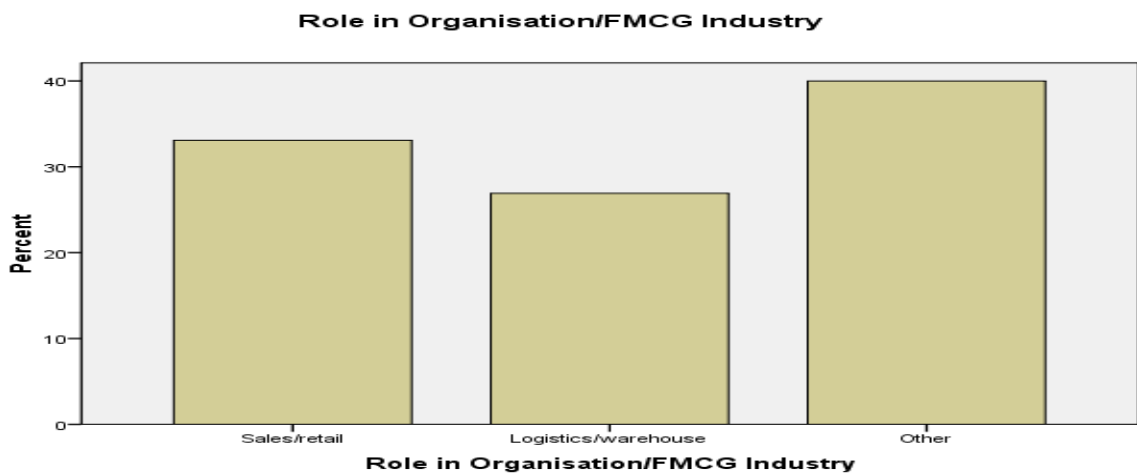


Figure 3: Role of Respondents in the FMCG Industry or Firm

The table and figure above show the roles that the respondents play in the FMCG industry or the organisations under study. Majority of the respondents worked in other supporting departments such as Finance, HR, health and safety, and engineering. So other was 110 respondents out of a total of 275 respondents. 94 respondents were from sales/retail and the other 74 respondents were from the logistics and warehouse departments. **Duration of**

Respondent’s Experience in the FMCG Industry

In order for the researcher to understand SCM in the FMCG industry, it was imminent to find out how long the respondents had been in the FMCG industry. To give well informed responses on the subject it required people that had sufficient knowledge on the industry and SCM in this particular industry.

Table 4: Respondent’s Experience Duration in the FMCG Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5years	125	45.5	45.5	45.5
5-10years	61	22.2	22.2	67.6
Above 10years	89	32.4	32.4	100.0
Total	275	100.0	100.0	

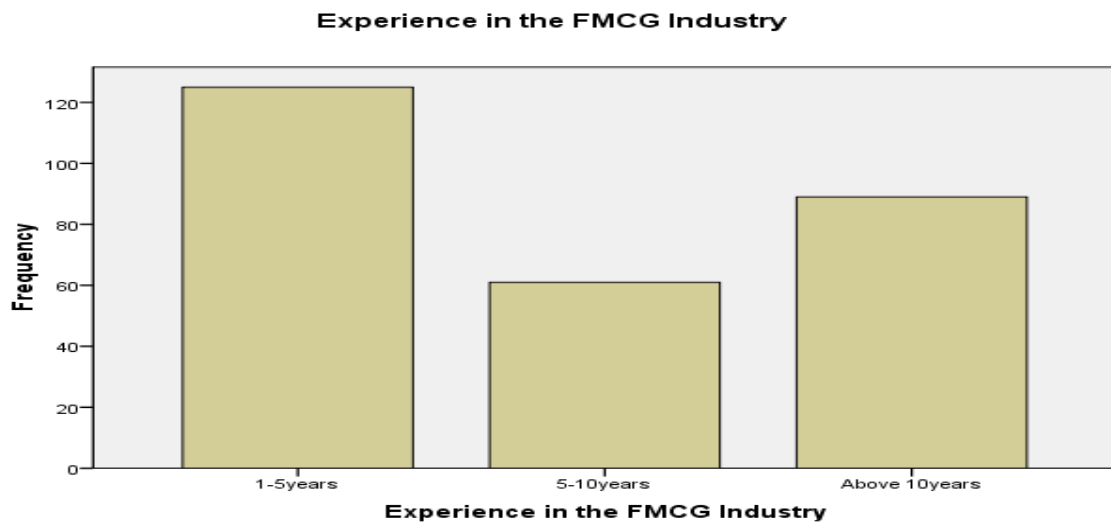


Figure 4: Respondent’s Experience Duration in the FMCG industry

The research findings indicate that 45.5% had been in the industry for 1-5years. The findings also indicate that 22% had been in the industry for 5-10years and 32.4% had been in the industry for over 10years. Seeing that we had a good spread of seasoned respondents and new ones to give a fresh perspective gave us a good indication that data collected was coming from competent and seasoned respondents.

4.3.2 Awareness about SCM in the FMCG Industry

The respondents were asked if they are aware that all firms in the FMCG Industry have a supply chain system.

Table 5: Respondents awareness about SCM

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	154	56.0	56.0	56.0
No	41	14.9	14.9	70.9
Neutral	80	29.1	29.1	100.0
Total	275	100.0	100.0	

The findings indicate that 56%, which is majority of the respondents are aware that every FMCG organization has a SCM system. 29.1% were neutral as this could mean that they did not understand the concept of SCM to the level the researcher expected and 14.9% indicate that they are not aware.

4.3.3 Length of a SCM System in the FMCG Industry

The respondents were asked where an FMCG organization’s SCM system starts from and ends.

Table 6: Respondents response to what the Length of a SCM System is

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Warehouse to Distribution	40	14.5	14.5	14.5
	Distribution to Retail	146	53.1	53.1	67.6
	Production to Customer	68	24.7	24.7	92.4
	Other	21	7.6	7.6	100.0
	Total	275	100.0	100.0	

Aware about the actual length of a SCM system

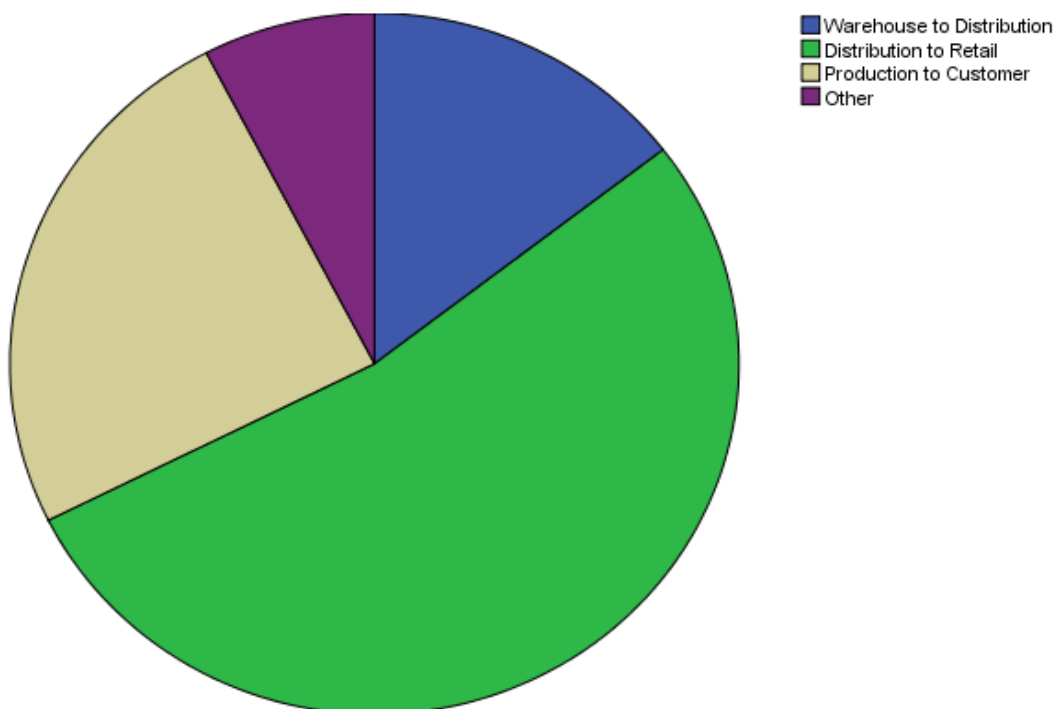


Figure 5: Respondents response to what the Length of a SCM System is.

The research findings indicate that majority of our respondents assume that a supply chain system starts from the distribution point and ends with the products are being delivered to the customer. 53% of the respondents gave this response, 24.7% indicate that the SCM system start from the production and ends with the goods being delivered to the customer.14.5% indicate that it starts from the warehouse and ends at distribution, and 7.6% indicate that none of the give choices represent the actual length of a SCM system.

4.3.4 Do Successful FMCG Firms use up to date Modern SCM Systems

The respondents were asked if successful FMCG firms are up to date with current supply chain management systems and they responded as indicated below.

Table 7: Are successful FMCG Firms up to date with current SCM Systems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	131	47.6	47.6	47.6
	No	45	16.4	16.4	64.0
	Neutral	99	36.0	36.0	100.0
Total		275	100.0	100.0	

Are successful FMCG Firms upto date with current SCM Systems

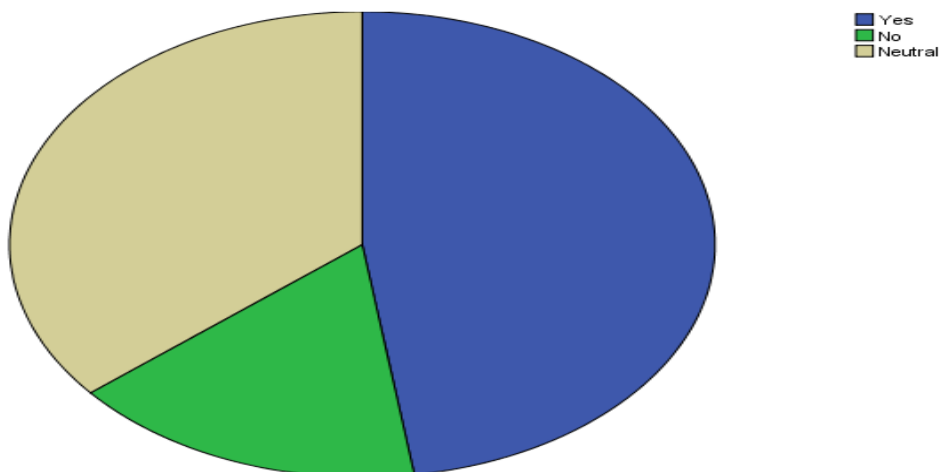


Figure 6: Are Successful Firms up to date with current SCM Systems

The findings show that majority of the respondents were neutral about this question, 99 respondents said they were unsure. 94 respondents said yes and 82 said no. These findings suggest that the type of SCM system being used in these two firms may not be driving force for their success.

4.3.5 Are SCM Systems managed well in FMCG Firms to maximize on their Full Potential

The respondents were asked if supply chain management systems are managed well to maximize on their full potential and their responses are shown below.

Table 8: Are SCM Systems being managed well to maximize potential

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	69	25.1	25.1	25.1
	No	107	38.9	38.9	64.0
	Neutral	99	36.0	36.0	100.0
	Total	275	100.0	100.0	

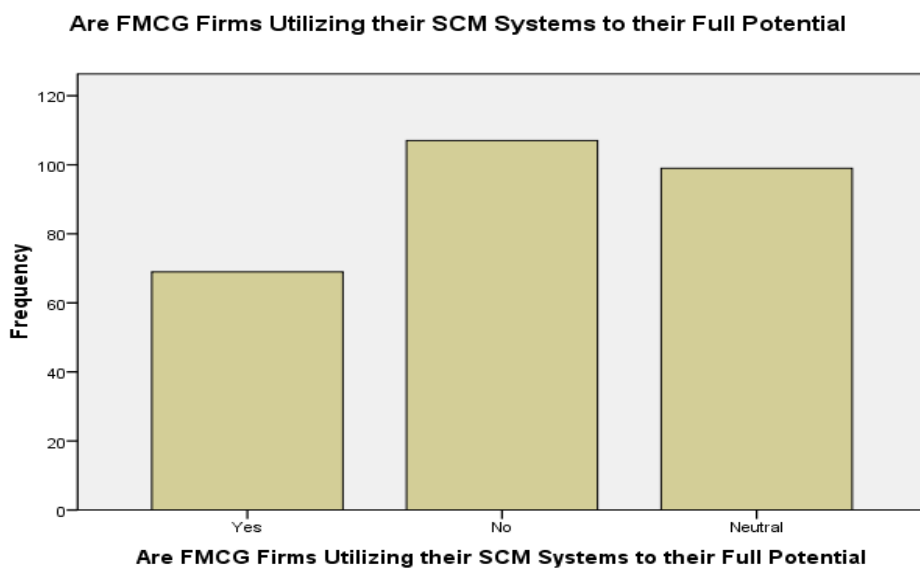


Figure 7: Are SCM Systems being managed well to maximize potential

The findings suggest that not all firms utilize their SCM systems to maximize on full potential. 38.9% of the respondents said no, 36% were unsure if the firm maximize their SCM systems full potential, and 25% said yes.

4.3.6 SCM and a Product’s Speed to Market

The respondents were asked if managing a SCM system increases their product’s speed to market. Their responses are as shown below.

Table 9: SCM and Speed to Market

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	115	41.8	41.8	41.8
	No	73	26.5	26.5	68.4
	Neutral	87	31.6	31.6	100.0
Total		275	100.0	100.0	

Does a well-managed SCM System Increase speed to market

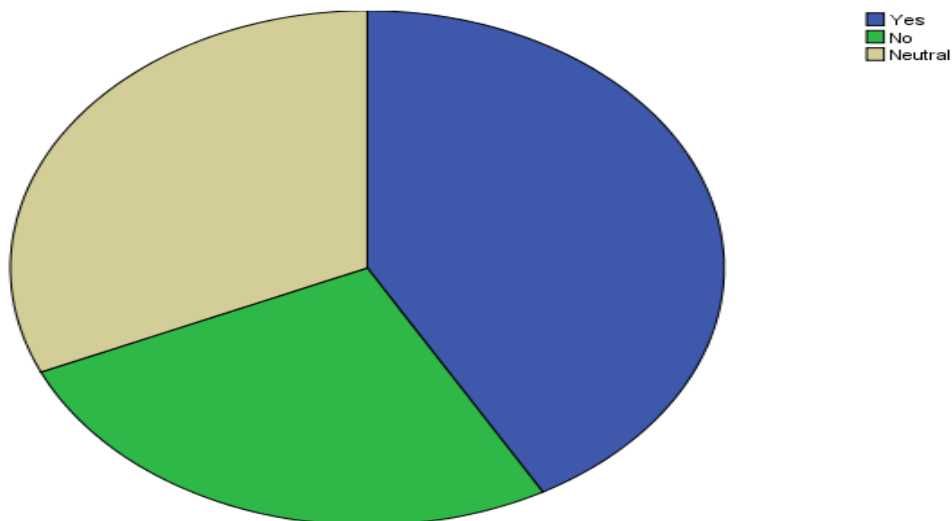


Figure 8: SCM and Speed to Market

The findings show that a majority of the respondents agree that managing a supply chain management system increases speed to market. So, 41.8% of the respondents agree that SCM management increases their product's speed to market. In the second slot were respondents that are neutral on the subject matter, they said that they neither agree nor disagree that SCM does increase a product's speed to market. The other 26.5% said no, that managing a SCM system does not increase their product's speed to market.

4.3.7 Supply Chain Management and Competitive Advantage

The respondents were asked if their organization's Supply chain system has created them competitive advantage. Their responses are shown below in the table and the figure.

Table 10: SCM and Competitive Advantage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	148	53.8	53.8	53.8
	No	57	20.7	20.7	74.5
	Neutral	70	25.5	25.5	100.0
Total		275	100.0	100.0	

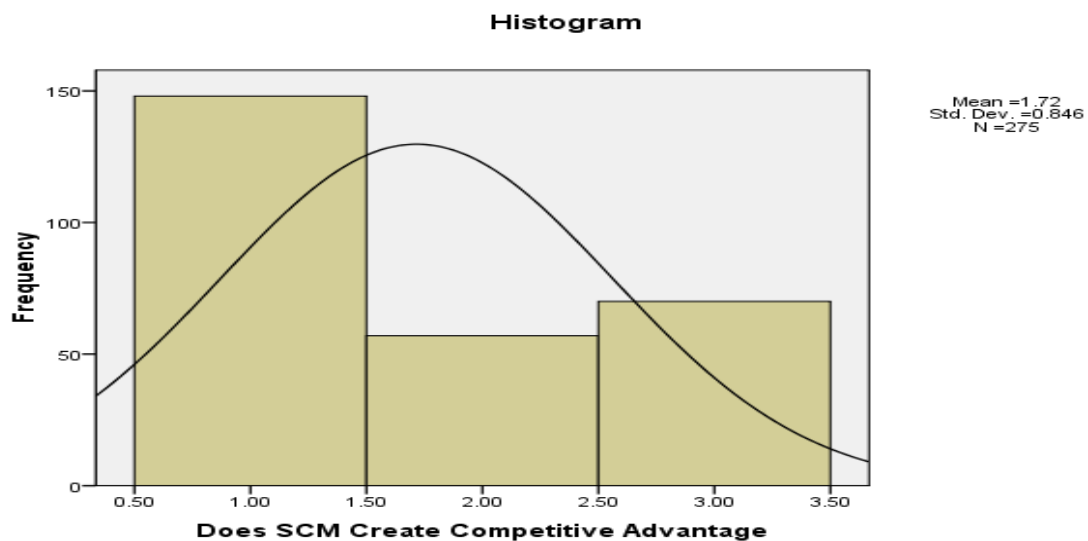


Figure 9: SCM and Competitive Advantage

Over half of the respondents which was 53.8%, said that they agreed that their supply chain management system has created them a competitive advantage, and 25.5% of the respondents said they were unsure, which left them neutral on the topic. The last 57 respondents said no, that their organisation’s SCM had not created them a competitive advantage.

4.3.8 Supply Chain Management and Revenue generation

The respondents were asked if managing a supply chain management system well helps increase their revenue. The respondent’s responses are seen below.

Table 11: SCM and Revenue Generation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	203	73.8	73.8	73.8
	No	27	9.8	9.8	83.6
	Neutral	45	16.4	16.4	100.0
	Total	275	100.0	100.0	

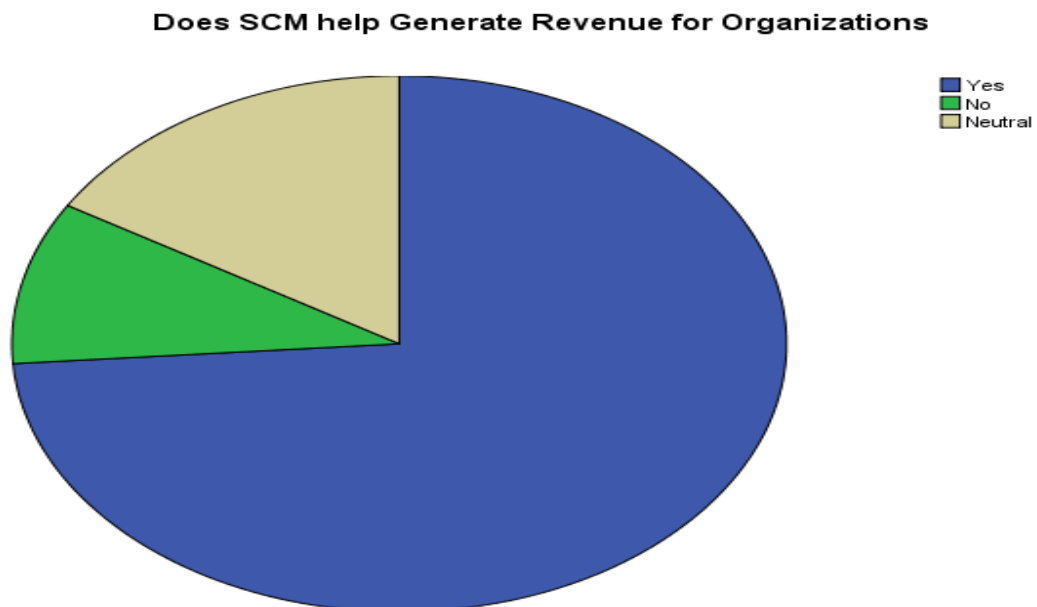


Figure 10: SCM and Revenue Generation

203 respondents out of a total of 275 respondents said that yes well managed supply chain management system does increase their organisation’s revenue generation. 45 respondents which was 16.4% said they were neutral which may suggest that they were not sure, and only 9.8% of the respondents said no.

4.3.9 Supply Chain Management and Organization overall Performance

The respondents were asked that based on their experience and expertise, would they say that an FMCG firm’s overall performance depended on its supply chain system, and their responses are indicated in the table and figure below.

Table 12: SCM and Organizational Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	122	44.4	44.4	44.4
No	136	49.5	49.5	93.8
Neutral	17	6.2	6.2	100.0
Total	275	100.0	100.0	

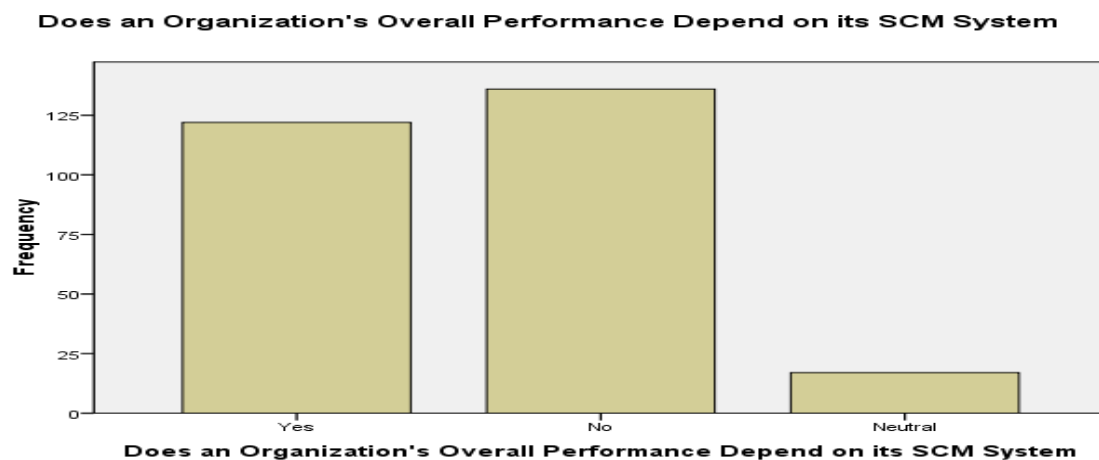


Figure 11: SCM and Organizational Performance

Majority of the respondents which was 49.5% said no, that an FMCG firm's overall performance is not dependent on its SCM system. Coming in close were those respondents that thought otherwise, 122 respondent which translated to 44.4% said that yes, the firm's performance was dependent on its Supply chain management system. 6.2% were not sure on the matter at hand, as they indicated that they were neutral.

4.4 Chapter Summary

This chapter presented this research study's findings. The data was presented in the form of descriptive statistics. The findings were presented in tables, bar charts, pie charts and histograms. This allowed the researcher to easily look at the data and understand what the actual finds were by interpreting the frequencies and percentages, which is what the next chapter will be focused on

DISCUSSION OF RESEARCH FINDINGS**5.1 Chapter Overview**

This chapter covers the discussion on the research findings. It contains an in-depth discussion on the research questions in line with the actual findings. It also compares the findings to similar previous studies conducted on the topic.

The chapter also contains a hypothesis test that was conducted on the research findings that allowed the researcher to come to a conclusion of whether to reject or accept the H_0 .

So, the chapter will elaborate on the findings in the literature review and the research study finding as presented in our descriptive statistics in the previous chapter.

5.2 Supply Chain Management and Overall Organizational performance

The first research question was on whether supply chain management contributes to the organizational performance of Zambian FMCG firms that are located in Zambia. The research question's aim was to understand the role supply chain management plays in FMCG firm's overall organizational performance.

The research findings indicated that FMCG firms' organizational performance did not depend on their supply chain management systems. To be exact, 49.5% of the respondents indicated that organisational performance does not depend on its SCM system and 44.4% said yes it does depend on its supply chain management system and 17 respondents were unsure. Due to how close the yes or no responses were, the researcher later on in the chapter conducted a z-test on the collected data, to allow them to conclude on this.

For now, the researcher will start by looking at what organisational performance is and how it is connected to revenue generation an organisation, as the research's overall aim is to understand how SCM plays a role in revenue generation.

As defined by (Miles, 2022) The ability of an organization to maximize outcomes and accomplish its objectives is known as organizational performance. He further notes that organizational performance in today's workforce is the capacity of a business to meet objectives in an environment that is constantly changing. From the researcher's obversions of how FMCG firms operate, the majority response that SCM does not contribute to organization performance is confusing, but we will take the response as it is.

Now let's see what other scholars say on the role Supply chain management plays in organizational performance, (Tyagi, 2021) who is a knowledge analysist at EY, in his article on SCM noted that Supply chain management enables firms to deliver products more rapidly, guarantee product availability, minimize quality problems, and handle returns with ease, eventually increasing value for both the firm and the consumer. So, for firms in an FMCG industry, it may seem that SCM should be considered the backbone of the organizations considering that these organizations produce basic daily necessities like food and drink, toiletries, cleaning supplies, and other reasonably priced home goods.

For them to be able to generate revenue they need to manufacture, store, deliver and sell these products to their customers in good time, and to be able to do this, they would require a supply chain system in place, and it has to work efficiently.

The research findings in this study are in agreement with the study that was reviewed done by Shaboya (2017) titled "supply chain management and operational performance in Nigeria, which showed that the magnitude of variation that supply chain management causes on operational performance is 7.6% for all the companies' samples, which is significantly low,

and that supply chain management does not have a significant overall effect on operational performance at Prob value =0.343, which is above the sig. level of <.005 Shaboya (2017). Thus, the research findings on this research are in agreement with this previous study conducted in Nigeria on SCM.

Another aspect to consider that the researcher paid attention is the role that the respondents play in the FMCG industry, the findings to this were that majority of the respondents worked in other supporting departments such as HR, finance, or the maintenance department, 91 respondents were in the sales/retail fields and 74 respondents were in the warehouse/logistics field. This gave an interesting perspective because the aim of this question when it was added to the questionnaire was to see how well the frontliners in SCM such as their sales or logistics employees understand the concept of SCM, particularly because the researcher observed that the firms under study heavily lied on the warehouse/Logistics department and the sales/retail department to get their products out to their customers, which would enable them to generate revenue, because failure to get the products to the customers on time to the customers in such a fast paced industry it would be safe to assume may have a negative impact on organization performance, hence the researcher was confused as to why majority of the respondents assumed otherwise.

Seeing that the findings showed that majority of the respondents think that SCM systems are not imperative to organisational performance, it was important to see where majority of them fall in their respective fields in the industry.

So, the researcher observed that the employees in departments that provide support activities in the supply chain do not appreciate the value creation that SCM activities provide to their organizations.

The diagram below shows porter’s value chain activities. The diagram also shows where the research’s respondents fall on the chain of activities that create value. This should indicate why SCM should be an important aspect of organizational performance as opposed by the research findings.

Porter’s Value chain activities

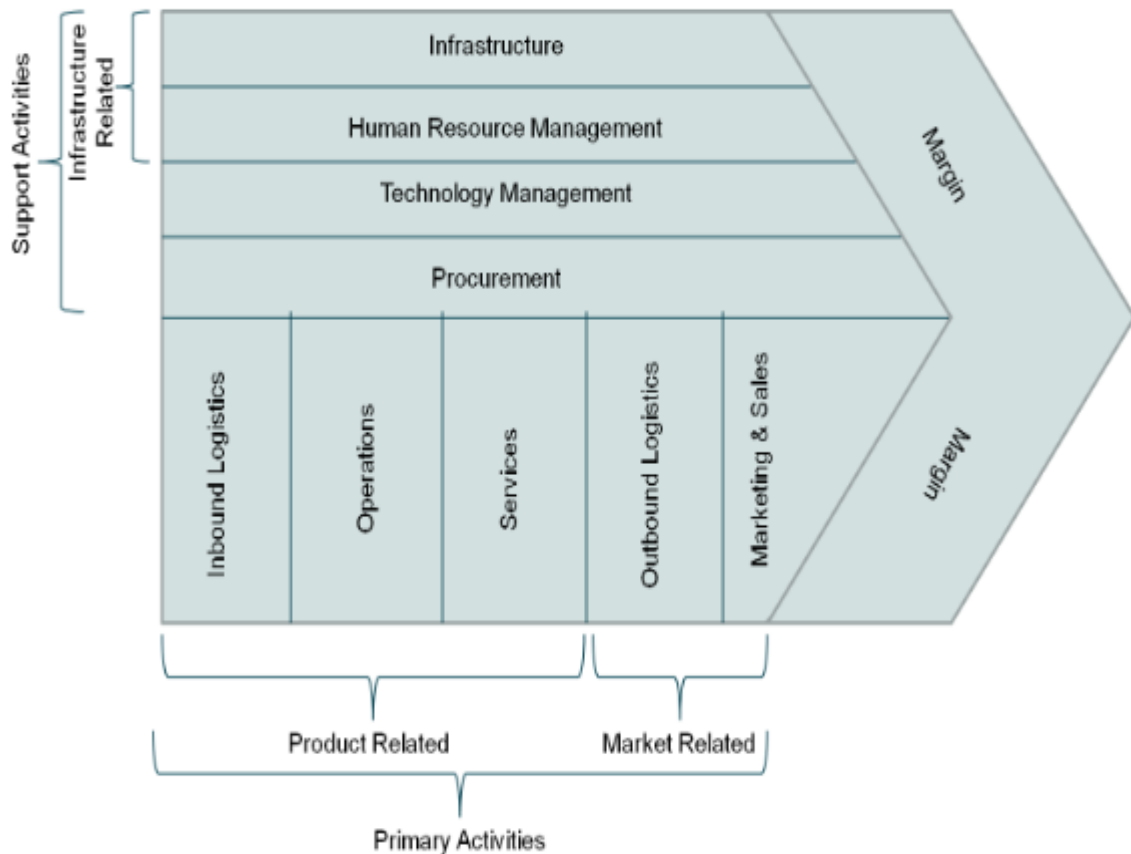


Figure3: Porter’s value chain activities

Source: (Saha, 2011)

Several of the studies that were reviewed had the opposite outcome in terms of what their findings were on whether supply chain management contributed to organisational performance, but here the researcher looked at one for contrasting purposes. A study by (Ahmad, 2022) Impact of supply chain performance on organizational performance mediated by customer

satisfaction: a study of dairy industry. This study's finding did not agree with this research findings, as their findings indicated that supply chain performance positively impacts organizational performance, and customer satisfaction partially mediates the relationship between them. This revelation also intrigued the research as it is important to note that customer satisfaction may potentially be affected by how organisations manage their SCM systems.

5.3 Supply Chain management and Speed to market of FMCG Products

The second research question was to establish whether supply chain management activities contribute to an FMCG product's speed to market. The findings of this research study revealed that 41.8% of the respondents agree that managing supply chain management activities contributes to a products speed to market.

Dr Helene Hofman states that the time it takes a company to move from product conception to the consumer delivery is known as speed to market (Hofman, 2023). She further notes that there is an ideal release window for each product, and meeting this window first demands a resilient, adaptable, and flexible supply chain system supported by appropriate logistics.

The researcher observed that the findings were to degree contradictory, as the findings to the first research question indicate that supply chain management does not contribute organizational performance, and in contrast the respondents said that SCM activities contribute to speed to market.

With Dr Holman's take on what speed to market, it is safe to assume that every profit-oriented firm's objective would be to be able to conceive products and be able to sell them to their customers in good time in order for them to generate revenue for their organizations.

It's also noteworthy to point out that Dr Holman mentions that speed to market creates competitive advantage as it is the any organization's "first profit driver." What this mean is that significant competitive advantage can be gained by maximizing speed to market and being

a "first mover," presenting and delivering your product to end users ahead of rivals. Early competition is less likely to occur the quicker the product is brought to market.

5.4 Supply Chain Management and Competitive Advantage

The third and last research question was aimed at determining if supply chain management can create competitive advantage for FMCG firms. The research findings indicate that supply chain management does create competitive advantage, as 148 respondents out of a total of 275 respondents indicated that yes it does, this was 53.8% of the respondents.

An article by on the Michigan state university website, notes that even though the primary goal of supply chain is to take a product from conception to final delivery to customers, it can also be used to create a competitive advantage within an industry and with the customers (university, 2024), this is in line with the research findings.

The researcher further noted this after making industrial observations, that the supply chain system presents a chance for these FMCG firms to be able to drive innovation, optimize organizational efficiencies, increase business revenues, and enhance a company's reputation among consumers from beginning to end, as customers are mostly likely to have a positive perception of an organization's products they can easily access.

In line with this research question, the researcher formulated a question in the questionnaire, which asked respondents if success FMCG firms were using up to date SCM systems, and 47.6% said yes, they do. This indicates that successful FMCG firms are paying special attention to their SCM system by keeping the updated.

5.5 Research Hypothesis Test

As this research had research hypothesis, it is imperative to conduct a hypothesis. This section shows the researcher's working that lead to their test results.

Steps

- The researcher 1st formulated the H_0 and H_1 as seen below.

H_0 : Supply chain management does not contribute to organizational performance for FMCG companies in Zambia.

H_1 : Supply chain management contributes to organizational performance for FMCG companies in Zambia.

- Then after the research survey was conducted and completed. The findings were as follows, 122 respondents said yes, 136 respondents said no, and 17 respondents were not sure. Seeing that the yes and no responses were close, the researcher conducted the test below.

Note: The researcher decided to use 30% as reasonable measure to represent the larger FMCG population because according to Dr Nardi from St. Olaf College, for a population under 1000, a minimum ratio of 30% (0.3) is recommended ensure representativeness (Nardi, 2022)

Z-Test: This research aimed to test that more 30% of recipients from the FMCG industry can attest that Supply Chain management contributes to their particular organization's overall performance at significance level of 5%. The researcher collected data from a sample of 275 respondents from the FMCG industry and found that 136 respondents said no, that SCM does not contribute to organizational performance.

Workings:

$H_0: P \leq 30\%$

$H_1: P > 30\%$

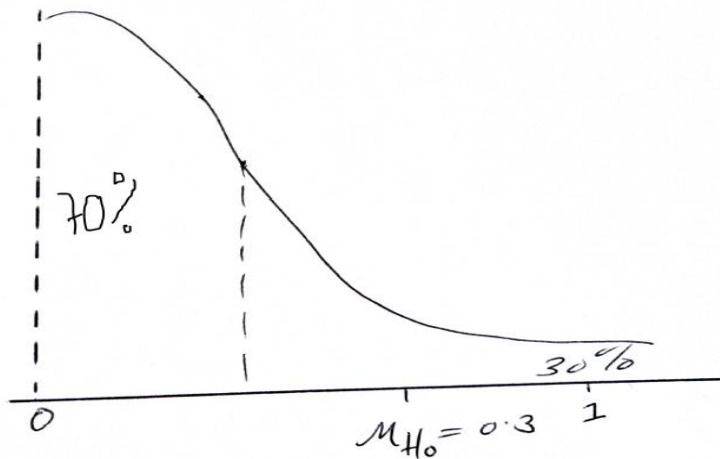
Let us assume that H_0 is true

$P_{H_0} = 0.3$

Sample proportion

$P = 136/275$

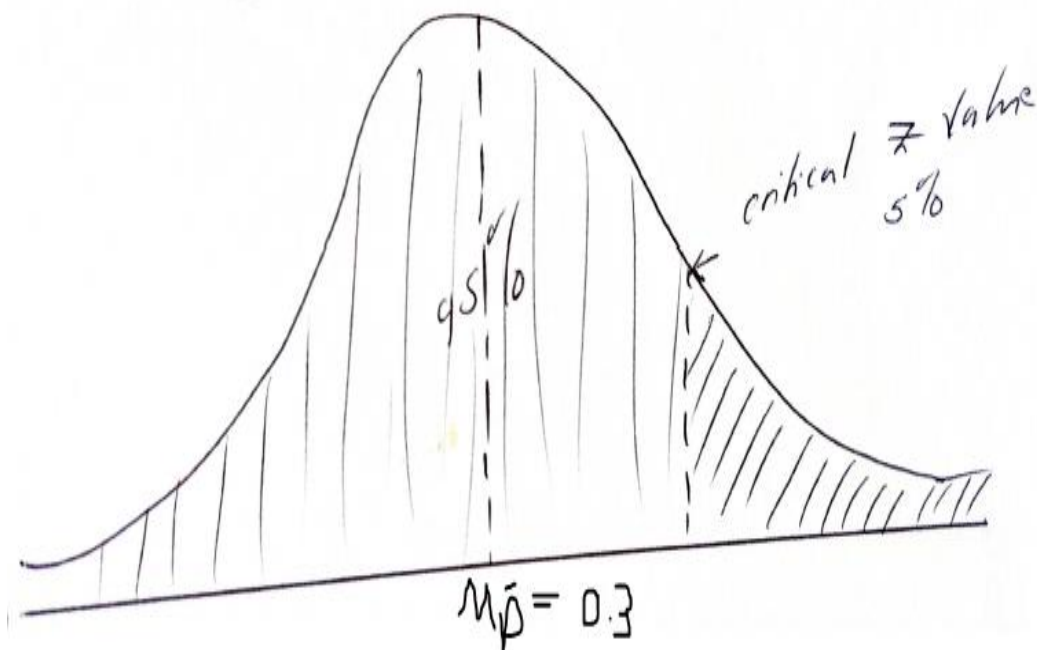
$P = 0.49$



$$\begin{aligned} \bar{\sigma}_{H_0} &= \sqrt{(0.3)(0.7)} \\ &= \sqrt{0.21} \end{aligned}$$

Standard deviation of the proportion P

$$\begin{aligned} \bar{\sigma}_P &= \frac{\sqrt{\bar{\sigma}_{H_0}}}{\sqrt{275}} = \frac{\sqrt{0.21}}{\sqrt{275}} \\ &= \frac{0.45825769}{16.58312395} \\ &= 0.028 \end{aligned}$$



$$Z = \frac{P - MP}{\hat{O}P} = \frac{0.4 - 0.3}{0.028} = \frac{0.19}{0.025}$$

$$Z = \underline{7.6}$$

The critical Z Value = 1.65

Since we found a Z score of 7.6, which is higher than the critical Z value of 1.65 it means that we can reject the H_0 in favour of the H_1

5.6 Summary of Hypotheses Testing

The table below shows the results of from the Z-test the researcher conducted to determine whether to reject or accept the null hypothesis.

Hypothesis	Results
H ₀ : Supply chain management does not contribute to organizational performance for FMCG companies in Zambia.	Rejected
H ₁ : Supply chain management contributes to organizational performance for FMCG companies in Zambia.	Accepted

Table 13: Summary of Hypothesis Results

5.7 Chapter Summary

The chapter discussed the research findings in depth and linked them to analysing how supply chain management can help produce revenue for FMCG firms in Zambia. It also addressed the individual research questions and concluded by conducting a Z-test on the collected data.

RECOMMENDATIONS AND CONCLUSIONS

6.1 Chapter Overview

This chapter contains the recommendations and conclusions that were made. The recommendations and conclusions were made in line with what the research findings revealed.

6.2 Conclusions

The aim of this study was to analyse how supply chain management can help produce sales revenue for FMCG firms in Zambia. The research did this by interviewing recipients from the FMCG industry to get insight into the subject matter. In order to get the insight, research questions were formulated and based on the findings, the following conclusions were made.

6.2.1

The first question was aimed at determining whether supply chain management contributes to organizational performance of FMCG firms in Zambia. It was found that supply chain management does not contribute to organizational performance, but the researcher conducted a z-test on the collected data because the number of respondents that said no and those that said yes it contributes to organizational performance were remarkably close to each other.

The z-test results led to the researcher rejecting the null hypothesis in favour of the alternative hypothesis that stated that supply chain management does contribute to organisational performance. It is safe to assume that SCM does help FMCG firms in their quest for revenue generation.

6.2.2

The second question was aimed at determining whether managing supply chain management activities contributes to speed to market. It was found that managing SCM activities well does contribute to speed to market. Thus, it just further reiterates how important Supply chain management is in this particular industry seeing that getting their products to the customer faster than their competitors is critical in them being able to generate sales revenue.

6.2.3

The last research question was formulated to determine whether SCM creates competitive advantage for FMCG firms. The findings revealed that it does. When an organization has competitive advantage, this usually implies that they are doing better than their competitors at that particular activity.

In this case, if an organization is able to have a competitive advantage derived from SCM, it means they could either produce at a cheaper cost, store goods at a cheaper cost, distribute at a cheaper cost, or have state of the art information systems that allows them to cut costs across the entire chain. It could mean one of these, all of these or any other efficiencies that can be created on the chain. But it is important to note that in all these scenarios the customer usually benefits from lower costs, excellent quality products, on-time delivery of products and overall smooth retail services, and in turn the business benefits from the sale revenue that may be generated having such a competitive advantage over their competitors.

6.3 Recommendations

The FMCG industry plays a vital role in a country's economy, by significantly contributing to the GDP and creating employment opportunities for the population (Haddad, 2023). Seeing that this industry also plays a significant role in driving consumer spending, it is important to everyone and not just scholars of this field. On that note and based on the research findings, here are some recommendations.

- All employees in the FMCG industry should be sensitized on the importance of SCM and the role it plays in organizational performance.
- FMCG organization's management should also take advantage of their SCM system. As these can be used to create significant competitive advantage for them. They need to realize that they cannot heavily rely on just marketing their products and creating brand awareness because what is the point of having a well-known brand if it is not easily accessible or available of the shelf.
- The study's data came from individual respondents within an organization, which could have contributed to response bias. This restriction needs to be considered when interpreting the results. A single respondent may result in some measuring error. To improve the research findings, future studies should aim to include several responders from each participating organization.
- When creating policies that either directly or indirectly impact the FMCG industry, the government and policy makers should keep in mind that this industry is one of the main sources of employment for thousands of Zambians working in manufacturing, distribution, retail, and marketing, among other areas of the supply chain. Since the FMCG industry is labour-intensive, it helps to lower unemployment rates and increase overall productivity by generating both direct and indirect job opportunities.

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APPENDICIES

Appendix A: Budget

Item	Item	Description of Activities	Duration	Amount Requested
1	Materials and Supplies	Purchase paper for questionnaires and notes books	1 day	K200
2	Application for Ethical Clearance	10 days express	2 weeks	K1000
3	Printing	Print questionnaires	1 day	K250
4	Travel	Travel to interview respondents (fuel)	2 weeks	K1000
5	Printing and Binding	The cost to print and bind the research proposal for ethical clearance and dissertation for marking		K800
	Grand Total Project Cost			K3250

Budget Justification

Materials and supplies: cost will include paper, staples and binding of the research questionnaires, research proposal and the actual research report.

Printing: costs will cover printing of the questionnaire, the research proposal for as a requirement for ethical clearance application and dissertation as a requirement for marking.

Travel: cost included movements within Lusaka to meet respondents.

Ethical clearance application cost: this cost was inevitable as the researcher was required to get ethical clearance from the university of Zambia ethical committee as part of this research.

Appendix B: Gantt Chart (Workplan)

Time-plan For Completion of Research report January 2024

Activity	December 2023	January 2023	February 2023- March 2024	April 2024
Finalise proposal				
Panel approval/Ethical clearance				
Gather data				
Data analysis				
Write report				
Finalise report				

Appendix C: Questionnaire

I am a post-graduate student at the University of Zambia carrying out research to find out how a supply chain management can help Zambian firms in the FMCG industry improve organizational performance. You were chosen as a respondent to answer this questionnaire. Your answers will provide data needed for this study. Be rest assured that your answers will be treated with utmost confidentiality.

Instructions: Please fill in the questionnaire by √ (ticking) the right answer.

Demographics:

1. Name of Firm

Yalelo Limited Java Food Limited Other stake holder

2. Role/ Department at the Company

Sales/Retail Logistics/Warehouse Other

3. Number of years in The FMCG industry

1-5yrs 5-10yrs Above 10yrs

Main Questions:

4. Are you aware that all firms in the FMCG industry have a supply chain system?

Yes No Neutral

5. An organization's supply chain starts and ends where?

Warehouse to Distribution Distribution to Retail outlet
Production to Customer Other

6. Would you say successful FMCG firms are up to date with current supply chain management systems?

Yes No Neutral

7. Would you say your supply chain system is managed well to utilize its full potential?

Yes No Neutral

8. Would you say a well-managed supply chain helps increase your product's speed to market?

Yes No Neutral

9. Has your supply chain management system created a competitive advantage for organization?

Yes No Neutral

10. Would you say a well-managed supply chain management system helps or would help in generating revenue for your organization?

Yes No Neutral

11. Would you say an FMCG firms' Overall performance depends on its supply chain system?


Yes No Neutral

THANK YOU

Appendix D: Map



Appendix D: Ethical Clearance



THE UNIVERSITY OF ZAMBIA
DIRECTORATE OF RESEARCH AND GRADUATE STUDIES

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APPROVAL OF STUDY

JORG No. 0005376
HSSREC IRB No. 00006464

4th April, 2024

REF. NO. HSSREC: 2024-MAR-056

Ms. Mwangala Chaula
University of Zambia
P.O. Box 32379
LUSAKA

Dear Ms. Chaula


RE: "AN ANALYSIS OF HOW SUPPLY CHAIN MANAGEMENT CAN HELP PRODUCE SALES REVENUE FOR FMCG FIRMS IN ZAMBIA: A CASE STUDY OF YALELO LIMITED AND JAVAS FOODS".

The University of Zambia Humanities and Social Sciences Research Ethics Committee IRB has approved the study noting that there are no ethical concerns.

On behalf of The University of Zambia Humanities and Social Sciences Research Ethics Committee IRB, we would like to wish you all the success as you carry out your study.

In future ensure that you submit an application for ethical approval early enough.

Yours faithfully,


Dr. J. I. Zizwa

CHAIRPERSON
THE UNIVERSITY OF ZAMBIA HUMANITIES AND
SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE - IRB

CC: Director, Directorate of Research and Graduate Studies
Assistant Director (Research), Directorate of Research and Graduate Studies

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