

BINDURA UNIVERSITY OF SCIENCE EDUCATION

EXPLORING THE EFFECTS OF NEW PRODUCT LAUNCH PROCESSES AT CHIBUKU HARARE

BY

MUDAVANHU CHUMA

B226877B

A DISSERTATION SUBMITTED TO BINDURA UNIVERSITY OF SCIENCE EDUCATION IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR AN EXECUTIVE MASTER OF SCIENCE DEGREE IN BUSINESS LEADGRADUATE SCOOL OF BUSINESS

BINDURA, ZIMBABWE

APPROVAL FORM

The undersigned certify that they have read and recommended to Bindura University of Science Education (BUSE) for acceptance of a dissertation entitled, "Exploring the Effects of New Product Launch Processes at Chibuku,Harare.

by Mudavanhu Chuma in partial fulfilment of the requirements for Executive master's degree in business leadership.

Mudavanhu Chuma	Signature	Date
Student		17.06.2024
Supervisor	-- 	20.06.2024
GSB Director	----------	----------
Faculty chairperson	----------	----------
External examiner	----------	----------

RELEASE FORM

NAME OF AUTHOR : MUDAVANHU CHUMA

STUDENT NUMBER : B226877B

TITLE OF DISSERTATION : **EXPLORIRING THE EFFECTS OF NEW PRODUCT LAUNCH PROCESSES AT CHIBUKU HARAE**

YEAR DEGREE AWARDED :

Permission is hereby given to the Bindura University of Science Education Library to produce copies of this dissertation for private, scholarly, or scientific research purposes.

The author reserves other publication rights for the dissertation or extensive extracts from it to be printed or otherwise reproduced without the author's written permission.

Signed Date : 17.06.2024

Permanent address

Number 2914 Crowhill Views

Borrowdale

Harare

Email address : 2914chuma@gmail.com

0772 207949

DECLARATION

I Mudavanhu Chuma, student number B226877B do hereby declare that this dissertation is a result of my own investigation and research, except to the extent indicated in the acknowledgements, bibliography, references and comments included I the board of report and that it has not been submitted in part or in full for any other university

Student Signature  Date 17.06.2024

DEDICATION

I would like to dedicate this project to my wife, my kids and the extended Chuma family for the support they extended to me during my study period

I would also want to dedicate this projects to my lecturers for the support they offered. Special mention goes to my Supervisor Professor M Dandira for guiding me throughout the process

ACKNOWLEDGMENT

I would like to express my deepest gratitude to my supervisor, Professor M Dandira for their invaluable guidance, support, and encouragement throughout the entire research process. Their expertise, patience, and unwavering commitment have been instrumental in shaping this dissertation.

I am also thankful to the members of the EMBL class of February 2023 namely Mary Sibanda, Lovemore Sibanda, Tendekai Masvosva and Michael Muvhu for their insightful feedback and constructive criticism, which have greatly enriched this study. Special thanks go to Collins Manyasha for their assistance in data collection, analysis and interpretation. Their dedication and collaboration have significantly contributed to the completion of this research.

I am grateful to Delta Beverages Management for making time to share information that enabled me to complete this study I would like to acknowledge the support of my Wife Grace, my daughter Doctor Tatenda my son Brian Tamuka, family at large and friends for their encouragement and understanding throughout this journey. Their love and encouragement have been my source of strength.

Lastly, I would like to express my heartfelt appreciation to all the participants who generously shared their time and insights for this study. Without their contribution, this research would not have been possible

TABLE OF CONTENTS

Contents

APPROVAL FORM ii

RELEASE FORM iii

DECLARATION iv

DEDICATION v

ACKNOWLEDGMENT ..... **Error! Bookmark not defined.**

TABLE OF CONTENTS vi

ABSTRACT ix

CHAPTER 1 1

1.2 Statement of the problem 2

1.3 Research Objectives 2

1.3.1 Main research objective 2

1.3.2 Sub research objectives 3

1.4 Research questions 3

1.4.1 Main research question 3

1.4.2 Sub research questions 3

1.5 Research assumptions 3

1.6 Justification of the study 3

1.7 Purpose of the study 3

1.8 Significance of the study 4

1.9 Delimitation of the study 4

1.10 Limitations 4

1.11 Chapter summary 5

CHAPTER 2 : REVIEW OF LITERATURE 6

2.0 Introduction 6

2.1 What are the primary factors influencing consumers' decision to try or purchase 6

Chibuku Harare's new products? 6

2.1.1 The influence of Product Quality on consumers' decision to try or purchase new products? 6

2.1.2 The influence of customer loyalty on the decision to try or purchase new products? .. 7

2.1.3 The influence of product features on consumers' decision to try or purchase new products 7

2.1.4 The influence of pricing on consumers' decision to try or purchase new products 7

2.2 What are the main areas of inefficiency in Chibuku Harare's current 8

new product launch processes? 8

2.2.1 Management inefficiency in new product launch process 8
2.2.2 Market Orientation, Marketing and Market Research inefficiency in new product launch process 8
2.2.3 The Launch Timing in new product launch process 10
2.2.4 Cooperation and efficiency within the supply chain in new product launch process .. 10
2.2.5 Resource inefficiency in the new product launch process. 12
2.3 Theoretical framework 13
2.4 Factors that affect the success or failure of new product launch 13
2.4.1 Product Advantages and Innovativeness. 13
2.4.2 Market Attractiveness 15
2.4.3 Different Product Categories 16
2.5 Chapter summary 19
CHAPTER 3 : RESEARCH METHODOLOGY 20
3.0 Introduction 20
3.1 Research philosophy 20
3.2 Research approach 21
3.3 Research design 21
3.3.1 Descriptive 21
3.4 Population 21
3.5 Sample 22
3.6 Sampling 22
3.7 Data collection 22
3.7.1 Primary data 22
3.7.2 Secondary data 23
3.8 Data analysis 24
3.9 Trustworthiness of the study 24
3.9.1 Credibility 25
3.9.2 Transferability 26
3.9.3 Dependability 26
3.9.4 Conformability 26
3.10 Ethical considerations 26
3.11 Chapter summary 27
CHAPTER 4 : PRESENTATION, ANALYSIS AND DISCUSSIONS OF FINDINGS 28
4.0 Introduction 28
4.1 Gender of participants 28
4.2 Age of participants 28

4.3 Working experience 29
4.4 Factors that influenced consumer purchase of delta Chibuku new products 30
4.5 What are the main areas of inefficiency in Chibuku Harare's current new product launch processes? 32
4.6 The gap that exists in the current Chibuku super banana launch processes. 34
4.7 The new product launch model that can be deployed to optimize new product launch at Chibuku Harare. 35
4.8 Chapter summary 35
CHAPTER 5 : SUMMARY, CONCLUSION AND RECOMMENDATIONS 36
5.0 Introduction 36
~~5.1~~ Summary of findings 36
5.1.1 The primary factors influencing consumers' decision to try or purchase Chibuku Harare's new products 36
5.1.2 The main areas of inefficiency in Chibuku Harare's current new product launch processes. 36
5.1.3 The gap that exists in the current Chibuku super banana launch processes 37
5.1.4 Areas where Chibuku Harare needs improvement in its new product launch processes to enhance effectiveness and efficiency 37
5.2 Conclusion 38
5.3 Recommendations 38
REFERENCES 39

ABSTRACT

Past research done in the Beverages Industry indicated that failure rates for new product launches range from 33% to 65% across markets, highlighting the high risks involved in launching new products. The major causes of failure were mainly attributed to lack of robust launch processes ranging from demand forecasting, supply chain collaboration, enablement of channel partners and tracking of performance of the new product among others. This study investigates the impact of new product launch processes at Chibuku Harare, a prominent beverage manufacturer in Zimbabwe. The research focuses on understanding the efficacy of their current new product launch processes, assessing factors influencing success or failure and exploring potential areas for improvement. Open questionnaires and interviews were designed for 50 participants from Delta Beverages Harare managers, traders and consumers. A descriptive design and qualitative approach were used to find answers to the research questions. Data was collected and analysed using thematic data analysis. Despite common believe that organizations plan meticulously for new product launches, study concluded that there were significant gaps versus global new product launch best practices across core areas such as demand forecasting, channel partner enablement and performance tracking. The study also confirmed that a new product launch requires excellence across opportunity analysis, planning, channel enablement, retail execution and performance tracking. Chibuku Harare must therefore develop a structured partner engagement model encompassing capability building, tools provision and sustained mindshare initiatives vital for execution excellence.

Keywords: Beverages Industry, Launching new products, Chibuku Harare, Supply chain

CHAPTER 1

1.0 Introduction

The study is an exploration of the effects of new product launch processes at Chibuku Harare. This chapter encompasses the background of the study, statement to the problem, significance of the study, definition of terms, research questions of the study, limitations and delimitations of the study.

1.1 Background of the Study

According to Kahn (2019), new product introductions are a crucial growth strategy for companies across fast-moving consumer goods categories globally. Launching innovative products and brand extensions allows global organizations to address evolving consumer needs, increase penetration in under-serviced segments, defend market share against competition, rejuvenate brands through contemporary variants and enhance supply chain efficiencies through portfolio optimization (Kuester et al.). The beverage industry, characterized by its dynamism and constant innovation, is a fiercely competitive sector where companies vie for consumer attention and market share. Within this landscape, the successful launch of new products plays a pivotal role in driving growth, enhancing brand relevance and maintaining a competitive edge. This is particularly true in markets such as Harare, where consumer preferences are evolving rapidly, influenced by factors such as changing lifestyles, demographic shifts, and emerging trends. Chibuku Harare, a prominent player in the beverage industry, holds a significant market presence in Harare, offering a diverse range of products catering to various consumer segments. However, as consumer preferences evolve and market dynamics shift, the company is facing increasing pressure to innovate and introduce new products that resonate with changing consumer tastes. Recognizing the importance of innovation in driving consumer engagement and loyalty, the company invests considerable resources in researching and developing and introducing new products to the market. The process of launching new products is however multifaceted and involves various stages from ideation and development to market testing and commercialization. Each step in this process can influence the ultimate success or failure of a product in the market. Understanding how these processes are managed and executed at Chibuku Harare is crucial for assessing their effectiveness and identifying areas for improvement. This study aims to explore the effects of Chibuku Harare's new product launch processes, examining factors such as market response, consumer acceptance, operational efficiency and competitive advantage. By analysing these

factors, the research seeks to provide insights that can inform strategic decisions aimed at optimizing the company's product innovation efforts.

Past research done in Malaysia on the market timing or entry decision issue suggests that the entry strategy affects the entrants' performance in the marketplace (Ali et al., 2019). Calantone and Montoya-Weiss (2022) noted that product launch is often the most expensive, risky and least well-managed part of the overall product development process. Past research done in Beverages Industry in South Africa indicated that failure rates for new product launches range from 33% to 65% across markets highlighting the high risks involved, Castellion & Markham (2019). In this respect, launch processes have a strong influence on success and mitigation of risk of an innovation project. However, only 4% of the literature on new product development deals with the question of product launch processes, Kou and Lee (2015).

This research was therefore motivated by the gap which exists particularly in Zimbabwe since the above research projects were limited mainly to Asia,America and Europe. The researcher seeks to explore the effects of new product launch processes at Chibuku Harare to understand the various strong and weak points and come up with ways of improving new product launch processes that will assist future product success on the market.

1.2 Statement of the problem

The Chibuku Business has been rolling out new products. Despite all these many launches, there is still debate on the effectiveness of the processes and effects on various aspects of the company's performance. While the company invests significant resources in developing and introducing new products, the effectiveness of these initiatives in driving consumer engagement, enhancing brand perception and generating sustainable business growth requires closer examination. The introduction of Chibuku super in 2013 experienced critical product shortages in the market and a big mismatch between forecast sales and actual sales. The sales forecasts for the first 6 months of launch were 1000hls, 2000hls, 2000hls, 2000hls, 21,000hls and 22000hls while actual sales performance was 3000hls, 10,000hls, 11,000hls, 14,000hls, 9,000hls and 6,000hls respectively. The last 2 months of the 6 months were affected by product supply constraints caused by distortions in the supply chain. Regaining customer confidence could become a challenge after such shortages impacting negatively on the performance of the organization.

1.3 Research Objectives

1.3.1 Main research objective

To evaluate the effects of New Product Launch Processes at Chibuku, Harare.

1.3.2 Sub research objectives

1.3.2.1 To analyse the efficiency of Chibuku Harare's new product launch processes.

1.3.2.2 To assess consumers' response to new product launch by Chibuku Harare.

1.3.2.3 To determine the areas where Chibuku Harare needs improvement in its new product launch processes to enhance effectiveness and efficiency.

1.4 Research questions

1.4.1 Main research question

What are the effects of the new product launch at Chibuku Harare?

1.4.2 Sub research questions

What are the primary factors influencing consumers' decision to try or purchase Chibuku Harare's new products?

What are the main areas of inefficiency or waste in Chibuku Harare's current new product launch processes?

What innovative strategies or technologies could be implemented to streamline and enhance Chibuku Harare's new product launch processes?

1.5 Research assumptions

In order for a study to be efficacious researcher assumed that, the research instrument administered collected data sufficient to assess the effects of processes that were employed in launching new products at Chibuku Harare, the respondents provided accurate information concerning the subject and the sample used in this study was representative enough to be generalized.

1.6 Justification of the study

The current state of knowledge on the topic of effects of launching new products on the market and the success factors that constitute launch success is not clear due to the ever-changing economic environment. Most studies on this topic are from the developed world leaving a gap that needs to be filled for the developing world. The study therefore seeks to close this knowledge and execution gap by exploring the effects of new product launch processes at Chibuku Harare and coming up with new strategies of new product launch that can benefit Chibuku Harare and the economy at large.

1.7 Purpose of the study

The study seeks to explore the effects of new product launch processes at Chibuku Harare. The study will **e**valuate the efficiency of Chibuku Harare's internal processes related to new product

launch, assess consumers' response to new product launch by Chibuku Harare, evaluate how the new product launch affects Chibuku Harare's brand perception in the Harare market and will identify areas where Chibuku Harare can improve its new product launch processes to enhance effectiveness and efficiency. The study will also analyze various challenges, weaknesses and strategies that were deployed by Chibuku Harare during the launch of Chibuku in Harare.

1.8 Significance of the study

The understanding of the effects of product launch processes can provide Chibuku Harare with strategic insights into how to optimize its new product launch strategies. This can help the company enhance its market competitiveness, increase sales and improve overall business performance. Researching the effects of product launch processes can deepen the understanding of consumer behavior, preferences and attitudes towards new products in the beverage market. This knowledge can inform Chibuku Harare's marketing strategies and product development efforts, enabling the company to better meet consumer needs and expectations. It can also help improve the efficiency of Chibuku Harare's internal processes relating to product launches by identifying areas for improvement and optimizing them. By streamlining the processes, reducing time-to-market and minimizing costs, Chibuku Harare can enhance operational efficiency and organizational effectiveness. The research can contribute to the body of knowledge on best practices in the beverage industry.

1.9 Delimitation of the study

The research will focus on the effects of the new product launch process at Chibuku Harare. The study is delimited to Chibuku supper banana launch in Harare covering the period February 2023 to December 2023. The study covered all the branches and some Head office departments of Chibuku Harare. Research was delimited to Chibuku managers, and traders who have been buying Chibuku products for at least one year.

1.10 Limitations

The study is based on a single case, Chibuku launch in Harare. This means that the findings may not be generalized to other markets. The researcher however, collected data from a diverse group of people to mitigate the limitation of confining the study to Harare. Financial support in carrying out the study was also a challenge that limited the researcher in gathering and collecting data from the various participants. However, the researcher utilized his little earnings to cover the gap to support the dissertation.

This research was to be done and completed within a specified short period of time. The researcher, however, committed and utilized every time window that became available by designing work plan schedules

DEFINITAION OF TERMS

New product- refers to any product introduced to the market for the first time.

Product launch – refers to the process of introducing a new product to the market to give customers an opportunity to know it.

Marketing- refers to the process of attracting and persuading the consumers or customers to purchase or buy a particular product.

Flavor-refers to the blend of smell and taste of food or drink of a particular consumable product

1.11 Chapter summary

This chapter gave an overall outline of the entire problem and its setting. This included describing the background to the problem and explaining the problem investigated. Finally, the chapter discussed the study delimitations and defined key terms on the main research topic. The next section, Chapter 2, will discuss literature related to the study under investigation.

CHAPTER 2: REVIEW OF LITERATURE

2.0 Introduction

The previous chapter focused on giving an overview of the research problem and its settings. Chapter two is going to focus on the contributions provided by other literature, their weaknesses, strengths and gaps in the concept of new product launch, strategies and challenges. It discusses the theories and concepts that guide and support this research. The researcher is going to use textbooks, conference papers, research projects and dissertations in Zimbabwe Universities and other countries.

2.1 What are the primary factors influencing consumers' decision to try or purchase Chibuku Harare's new products?

2.1.1 The influence of Product Quality on consumers' decision to try or purchase new products?

The concept of quality is intricate and multidimensional. It is the need of a product to meet or exceed the expectations of a consumer, Waters & Waters (2018). In the current competitive landscape, an organization's ability to maintain and grow depends on the quality of products it offers the market. Excellent quality now verifies a company's worthiness to compete rather than setting it apart from rivals, Giffi et al., (2020). Deming (2022) elucidated that firms can achieve cost savings and quality enhancement by implementing suitable management concepts. Taguchi (2022) demonstrated the significance of process control and product design in producing high-quality products. When launching a new product, Juran (2019) underlined the importance of top management and customer focus. Companies must employ total quality management (TQM). The goal of TQM is to increase an organization's overall flexibility, efficacy and competitiveness.

Although the importance of meeting customer requirements has been acknowledged, there is still a lack of action on part of organizations to obtain information on customer's needs.

Today's consumers are more demanding and have varying wants and are calling for more and better goods and services. As a result, customer priorities diverge greatly from what businesses believe them to be, Quinn & Humble (2023). The question arises whether Chibuku Harare researched on the needs of the consumers before launching new products. According to Drucker (2015), a company's goal is to add value for its clients. To achieve exceptional results, we must service our clients in unique ways that draw in, please, and keep them, Hax & Wilde, (2023). Beyond the consumer's service encounter, customer pleasure exists. There is no evidence in the existing literature to show any form of customer inquiry before the Chibuku super banana launch. Therefore, it is important for this study to assess how quality of the Chibuku supper products is influencing consumer purchase of Chibuku new products.

2.1.2 The influence of customer loyalty on the decision to try or purchase new products?

Lovelock (2023) conceptualized loyalty as the willingness of a customer to maintain a relationship with a firm, continue to purchase and use its products or services and likely to recommend the firm to others. Cronin and Taylor (2022) stated that the relationship between service quality and customer satisfaction has a direct impact on customer's loyalty. The results of Brown and Chen's (2021) study supported the contentions that there is a positive correlation between customer loyalty and profitability. The pursuit of customer loyalty therefore must be perpetual, more of a journey than a destination. Customer loyalty yields significant benefits if its pursuit is part of an overall business strategy, Sower, Duffy, Kilbourne, Kohers, & Jones, (2021). According to Jones (2016), customer loyalty is a prime determinant of long-term performance of organizations. Increasing customer satisfaction and customer retention leads to improved profits, positive word-of-mouth and lower marketing expenditure (Heskett & Sasser Jr, 2020). Since the loyalty of Chibuku customers has an influence in a new product launch process, it is important for this study to explore the influence of customer loyalty on the success or failure of the Chibuku super banana launch in Harare.

2.1.3 The influence of product features on consumers' decision to try or purchase new products

Aesthetics, defined by Collins (2020) are ways a product feels, tastes, sounds, etc. It is a question of judgment and a manifestation of personal taste. These are extra attributes that increase the product's appeal to the customers. This study seeks to establish the influence of Chibuku supper banana flavour features like taste on the consumers' decision to try or purchase the product.

2.1.4 The influence of pricing on consumers' decision to try or purchase new products

Previous research has looked at how price setting affects a product launch's success. Various pricing strategies were considered. Thus, the "penetration price" approach, which seeks to gain a large market share through low price setting was contrasted with the so-called "skimming price" strategy, which attempts to achieve high profits due to high pricing connected to product superiority, Hultink et al., (2017).

The setting of the launch price may determine the success/failure of a product depending on how customers perceive pricing relative to product benefits. They will adopt the product if they perceive the price to be value for money and may refuse purchase if they perceive the price to be too high. Cconsumers may also become wary if the rebate is initially large, Lee et al., (2021). This study therefore seeks to examine what pricing strategy was used by Chibuku Harare and to what extent the pricing strategy impacted the launch process at Chibuku Harare.

2.2 What are the main areas of inefficiency in Chibuku Harare's current new product launch processes?

2.2.1 Management inefficiency in new product launch process

Debatable as a success driver has also been the organizational launch procedure. According to Kuhn (2017), there is a connection between a product's success, the level of internal cooperation and the management's motivation. The relationship between management and launch performance was also validated by this study, with the largest association found for launch timing and the weakest found in cross-functional integration. Because the conclusion is based on a comparison sample of businesses from various cultural backgrounds, it provides solid evidence of the influence of managerial involvement.

An examination of 711 initial launch initiatives carried out by new businesses by Song, Song, and di Benedetto (2021) further emphasizes the significance of the management componence. They discover that effective market research, creating high-quality promotional campaigns, setting the proper price and ensuring on-time delivery, referred to as "timing" by Calantone, di Benedetto, and Song (2021) are more crucial than creating a novel product. Management efficiency and product aspects go hand in hand. A product's perceived quality and innovation aids management team to execute a successful launch. What role did management play during process and to what extent did they execute their duties and responsibilities during the launch.

2.2.2 Market Orientation, Marketing and Market Research inefficiency in new product launch process

According to Jaworski and Kohli (2023) and Calantone and Di Benedetto (2017), it is described as "organization-wide generational and dissemination of market information on customer needs and wants and organizational response to this information." A factor that is defined similarly throughout the research on the topic is market orientation. Most recent studies use the phrase "market orientation" to include both marketing and market research.

Prior research projects have recognized market orientation as a crucial factor in determining the success of launches. More recently, writers have explored this idea. Based on this, Kuhn (2017) concludes that market orientation positively affects both the success of the product launch and internal adaption or the management's acceptance to promote the new product.

While Calantone and Di Benedetto (2017) state that understanding the market's needs and requirements as well as selecting the appropriate pricing strategy can help outperform competitors and achieve better financial benefits, another study, Kim, Shin, and Min, (2016) concludes that market research and marketing skills lead to cost or product advantages that

later lead to higher new product performance. Calantone, di Benedetto, and Song (2021) revised the definition of market orientation by elaborating on the ways it can be applied through regular customer meetings, interdepartmental discussions on market trends or competitive strategies, periodic reviews of product development to ensure that it continues to meet customer needs, responding to complaints about service quality and so forth. Their research demonstrates a substantial correlation between market orientation, launch activity execution and market research. O'Dwyer and Ledwith (2018) is another study that emphasizes the market-oriented component. They look at how new product performance, market orientation, competition and inter-functional coordination and organizational performance relate to each other. They discovered that, while the relationship between performance and market orientation was often weaker for larger businesses, there was a strong association for small businesses. Studies by Ledwith and O'Dwyer (2019), Wong and Tong (2021), Matikainen et al. (2016) have also demonstrated links between market orientation, primarily competitor orientation in Ledwith and O'Dwyer's case and new product performance. The significance of competitor orientation has also been confirmed by more recent research, Wong and Tong (2021), O'Dwyer and Gilmore (2019).

Overall, the findings indicate that market orientation is a significant factor in launch success. There are also indications that market orientation influences administrative competence, which in turn makes it easier to develop an effective launch strategy. Kuhn (2017) has also raised awareness of the possibility that corporate attitude, whether it be market-oriented or not, influences new product performance. This suggests that corporate mind-set and management values can have a favourable impact on the success of new products. Another study, Talke and Hultink (2020) uses structural equation modelling to investigate the relationship between new product performance, launch strategy and corporate attitude. It concludes that the corporate attitude has a major impact on the efficacy and efficiency of a new product launch plan. The customer relationship management method is closely related to the idea of market orientation. However, none of this literature focused on Chibuku super Market Orientation, Marketing and Market Research efficiency during the new product launch process hence a need to carry out this study. To what extent was the Market Orientation, Marketing and Market Research efficiency during the new product launch? What Market Orientation, Marketing and Market Research strategies were implemented by Chibuku Harare during the Chibuku supper banana flavor launch?

2.2.3 **The Launch Timing in new product launch process**

The date of the launch, which is described as the ideal timetable considering how it fits in with other operations like education, marketing, channel communication and production is one aspect that has been disregarded.

Collins (2020) states that Launch timing provides grounding for success of new product on the market. This is known as the "direct effect of launch timing. Advertising could lose its impact if a product is launched too soon since the company might not be able to match consumer demand for its goods. This is why timing also has a moderating (indirect) effect. What was the best timing for Chibuku Harare launch?

Neza (2020) asserts that the best launch window is "selected with regards to the objectives of top management, distribution partners and customers". If the product is released too late, rival companies might profit. This means that the time also exerts an indirect (moderating) effect. The impact of marketing initiatives will also be greater if the product is introduced at the appropriate moment. Although the analysis suggests that a proper launch schedule can mitigate the impact of a lean launch on the performance of a new product, it does not appear to have any moderating influence on the calibre of marketing initiatives. This can be explained by the fact that the influence on marketing execution may not be assessed precisely enough because the measurement of the "right launch time" is believed to be tied to several aspects (competition, customers, distribution channel, business unit goals and coordination of measures). Nonetheless, the results emphasize how crucial it is to launch at the appropriate time.

Based on the same concepts of appropriate timing, the study by Calantone, di Benedetto and Song (2021) that was previously mentioned may demonstrate a substantial correlation between the performance of a new product and the appropriate timing of its launch. Accordingly, the launch's overall performance is called into doubt if it is carried out with improper channel coordination or without sufficient production and marketing, Calantone and Di Benedetto (2022). The supply chain's coordination produces the timing itself. Prior to this study, it is important to assess if the timing for the Chibuku Harare launch was appropriate for the success of the new product.

2.2.4 **Cooperation and efficiency within the supply chain in new product launch process**

Another inefficiency noted in most launch processes is the lack of cooperation within the supply chain (Neza 2020). Due to growing globalization and rivalry, the current environment is marked by extreme pressure Simon (2022), Brynjolfsson and McAfee (2024). Companies thus try to conserve resources. Collaboration initiatives may be a wise move for a product

launch as well. The relationship between collaboration through development alliances and the success of new products in the pharmaceutical industry has been further examined, Talay, Seggie, and Cavusgil (2019). Data from 132 companies that successfully participated in 66 new product alliances as well as a larger number of companies that participated in unsuccessful products were inspected. They discovered that when an alliance can commit significantly more resources to a project than a single company could, the combination of marketing (sales force, advertising and market research), technological know-how and development skills results in higher success rates for new products. Surprisingly, there was no impact of the participating firms' complimentary technologies on success. The authors explain this by assuming that barriers exist in the pharmaceutical industry that prevent knowledge transmission between cross-technological capabilities. In other industries, this might not apply. Despite not meeting the generalizability claim, the study demonstrates that collaboration can increase the success of innovative products. Additional research conducted by Didonet et al. (2024) corroborates the positive correlation between supply chain integration and new product performance by delving deeper into specific interrelationships. Only two studies, Kou and Lee (2015) and Song, Song, and di Benedetto (2021) have focused on the impact of collaboration and supply chain coordination on launch success. Because it encourages lean launch methods, Kou and Lee (2015) demonstrate how collaboration throughout the supply chain enhances the performance of new products.

Still, the report highlights several issues. The definition of the "marketing" construct utilized in the study is not one that is frequently applied. The study by Kou and Lee (2015) defines marketing as "market share and volume growth of a company," which are aspects that do not necessarily go back to a market orientated view inside of the firm. In contrast to other studies which see marketing as activities to achieve a market-orientated view inside of the company and respond to customer needs. The result that cooperation with suppliers can boost lean launch and product performance seems to be out of question.

Another study by Song, Song and di Benedetto (2021) investigates the performance of new products in recently formed "ventures" that have suppliers on board. Supplier specific investment is defined as “the extent to which the major supplier tailors its production system to the requirements of the new venture, invests significant resources to fit with the new venture's production capabilities, purchases specialized tools and equipment and sets unusual technological standards for its production.” The question under investigation is whether supplier engagement results in higher new product performance. The study makes use of a

sophisticated model that examines the relationship between marketing, product innovation, launch activities, R&D costs and the performance of new ventures' new products.

As a result, a well-executed launch, which includes supply chain management and timing, has a greater impact on product performance than a creative product. Surprisingly, marketing expenditure has little effect on innovativeness or the performance of new products, Song, Song and di Benedetto (2021). By contributing to an innovative product, the supplier's role also enhances the performance of new products. However, as mentioned earlier, launch execution has a greater impact. The writers suggest, considering the findings, that in order to achieve new product performance, one should "develop high quality promotional programs, provide on-time delivery and quick response to customer requests, and implement appropriate pricing strategy." The study's results are understandable, but they also highlight several flaws. This study's use of the term "ventures" irritates me because other studies mostly use the terms "firms," "organizations," or "companies." It is unclear if the writers see "joint ventures" as a type of organization between businesses, or "firms," in this context. They seem to be writing about "firms," as they mention the dearth of resources that new "ventures" suffer from. Some terms that have been used in previous investigations are also utilized in this study, though not entirely congruently. For example, this study employs the term "launch quality" to define the same as opposed to "launch execution" Calantone, Di Benedetto, and Song (2021).

2.2.5 Resource inefficiency in the new product launch process.

An early and intuitive assumption concerning the launch success factors has been that the resource equipment boosts and is essential for launch success. The resource aspect has not been the main topic of recent studies. Song, Song and di Benedetto (2021) found that marketing resources and marketing capabilities drive the new product development process. Kim, Shin and Min (2016) argued that resources provided for product launch help to increase new product performance. This was also confirmed by another study by Kyriakopoulos, Hughes and Hughes (2016) that creates a link between relational resources and launch success. Kuhn (2017) finds an indirect link. Management support given to the launch team has a positive impact on the new product’s success. The studies of Calantone, Di Benedetto, and Song (2021) and Millson (2022) find links between business unit resources, launch execution/ new product development performance and new product performance. Together with the conclusions from the other mentioned studies and topics, it seems to be logical to conclude that the resource equipment is a success factor, but the resources should at first be invested into the execution of launch measures, timing and coordination. This is why small companies lacking resources should refrain from investing in innovative products. The studies also hint that marketing skills and

the use of marketing resources should be used in the development phase to adapt the product to the needs of the market. The available studies did not focus on how the Chibuku super launch resources were mobilized towards the launch success. This study therefore seeks to evaluate the effectiveness of the new product launch in terms of its resource's mobilization in the Chibuku Super banana flavor launch at Chibuku Harare.

2.3 Theoretical framework

The big launch theory (Neilsen 2013)

According to the big launch theory, a successful launch process encompasses all supply chain stakeholders, suitable technology, celebrities and enough resources for marketing. The theory further states that a new product launch must be in connection with a clear opportunity. The Company must first identify the opportunity to launch a new product. There must be a gap to be addressed so that the consumer will welcome the new product. The theory states that new product introductions represent significant growth opportunities but also carry high failure risks if structured and collaborative launch processes are not followed. The big launch process further states that proactively assessing risks across competition, channel, organizational, economic and regulatory dimensions is crucial, Hultink et al (2020). For each identified risk factor, mitigation strategies should be defined along with monitoring mechanisms that will help to bring a successful product launch process. In line with this study the research seeks to assess how the big launch theory was used as guide during the Chibuku supper banana flavour launch process at Chibuku Harare.

2.4 Factors that affect the success or failure of new product launch

The focus of recently published studies of the subject "new product launch" treat the following questions. First, complex models have been developed, using assumptions that are based on previous findings on how to obtain launch success. These models try to depict the complex interrelations between identified factors that might explain why companies fail in introducing new products into the market and have been tested empirically. A second stream inspects phenomena around the product launch from a focused perspective. A third stream tries to make decisions around the product launch operation for management and thus develops models to conceptualize aspects around the launch process.

2.4.1 Product Advantages and Innovativeness.

Product proprieties have been one of the most relevant factors for new product performance. Many ancient studies proved the relevance of product proprieties to yield new product launch success. Kuhn (2017) shows in her survey that indeed the product related perceived product

benefits have a significant influence on launch success. Another study (O'Dwyer and Ledwith, 2018), examined 33 small and 15 big firms in Ireland, yet could not find a link between product superiority and product launch success. The authors admit that to establish conclusive results, a larger sample would be necessary. Thus, even though you start with a good product, small firms have problems to take profit from it because heavy investment in the pre-launch phase eats into the benefits. The yet more complex link between product superiority and new product success is also treated by a study of 141 high-tech companies in the Netherlands which finds that to be successfully launched, a new product must be superior, outperforming competitors AND meaningful ,bring significant benefits to potential customers, Rijsdijk, Langerak and Hultink (2021). The question whether product innovativeness leads to new product performance has also been a research topic in some studies, but not as "the only" topic. Kuhn (2017) finds that the newness to the market has a positive influence on the new product performance.

Song *et al*. (2021) finds that the newness to the market is only an advantage if the market potential is big and that for all market sizes, the effect of launch execution is higher than the effect of product innovativeness. O'Dwyer and Ledwith (2018) and others e.g. Williams and Van Triest (2017) find that innovativeness is rather a disadvantage especially for SME because it requires huge resources to develop. A study of 147 new ventures in China by Jin, Shu and Zhou (2019) and another study Ozer and Tang (2019) confirms this as they found that the product propriety "new to the market" affects the new product performance more positively than the attribute "new product technology". Lee *et al*. (2021), supporting this thesis shows a possible explanation for that phenomenon: It is "product innovativeness to the customer that affects new product performance rather than product innovativeness to the firm". The study of O'Dwyer and Ledwith (2018) also confirms that if a product requires new technology inside of the company and is thus not based on existing strengths and technologies within the company, the effect on the company's success is negative especially in SME. Companies should thus focus more on products that are not extremely new but match their existing strengths and technologies. Moreover, Lee et al. (2021) draws the conclusion that rather than introducing a drastically novel product, "launching consumers' perceptions of an innovative product is a favorable position." A case study about the launch strategies of high-tech enterprises also clearly documents the significance of this kind of approach (Simakova, 2020). The varying requirements for tactical launch measures, such as promotion, communication, and collaboration measures within the sales channel, provide a second explanation for the varying

launch success levels of radical innovations (Frattini, Dell'Era, and Rangone, 2023).Corporate advertising can increase new product sales for both incremental and radical innovations by raising awareness for the new product, while radical innovations must be supported by communication of distinctive product characteristics and partnering with organizations during the launch to reduce perceived product risks (Frattini, Dell'Era, and Rangone, 2023). Thus, based on the present findings, the conclusion from the opening question might be addressed. It has been demonstrated that inventiveness does not always translate into success. Reducing the cognitive costs of a new product and persuading the buyer that it is superior are necessary for its adoption (Kuhn, 2017). Better products won't work unless their benefits are made clear to prospective customers. Because they are unaware of the product's greater features or advantages, they will not purchase it. The success of the launch may also be impacted by product stock outs if the supply chain is not coordinated well during the launch. In this situation, novel items can fall short as well. The strategies for putting the product advantageously close to prospective customers are grouped together under the terms "launch quality" (Song, Song, and di Benedetto, 2011) and "launch execution" (Calantone, Di Benedetto, and Song, 2011). Improved products by themselves contribute to improved launch performance, but only when other measures are implemented. These actions are included in the launch's management and execution (see the following points). Above all, educating potential buyers on the benefits of the new product is a necessary component of its marketing strategy. This assumption is consistent with a study by Matikainen et al. (2015), which included 109 pharmaceutical companies in Finland and overseas. The study found that early on in a product's launch, measures aimed at persuading opinion leaders of the product's benefits promote customer acceptance of the product. The outcome emphasizes how crucial the product's attributes and perceived benefits are to its

2.4.2 Market Attractiveness

Song, Song and di Benedetto (2021) show that with a big market potential, more expenses in R & D, marketing and launch execution led to more new product performance, whereas more investing in research and development to create a highly inventive product does not translate into improved performance. This conclusion makes sense when you take into account that turnover and cost have an impact on how well new item’s function and that low sales in an unattractive market makes it harder to succeed. Evidence from Kuhn (2017) demonstrates that market potential has a positive influence on new product performance, but the level of competition has a negative impact. The results make sense, and the two studies' conclusions

seem to be intuitively consistent. One of the numerous factors looked at in another study is determining the appropriate market features for launch success, Fraenkel, Haftor, and Pashkevich (2016). It finds that successful launches occur more frequently in the pharmaceutical industry. The result might apply to other markets since it makes sense that in an unpredictable environment, consumers are more open to new things because they are used to change.

2.4.3 Different Product Categories

The function of the product category has also been a topic of discussion in the literature. Regarding the connection between market proprieties (market turbulence high/low), technological turbulence (high/low), product proprieties (high/low complicated), and appropriate launch techniques, one study by Talke and Hultink (2020) offers intriguing information. According to the report, actions aimed at stakeholders to lower adoption barriers are more pertinent when there is a lot of turmoil. Barrier-reduction strategies aimed at an even larger group of stakeholders, including dealers and the internal and external business environment, become crucial if the product is particularly complicated. The study, however, cannot be broadly applied because it primarily focuses on complicated industrial commodities, where the function of salespeople and traders is completely dissimilar from that of consumer markets. Kuhn (2017) made another effort to identify clusters based on product and market attributes. The study employs different criteria for the clusters and concludes that successful product launches occur when a very favourable product is introduced into a market with great potential and is backed by highly competent measures. Goods that are not very novel (see Talke and Hultink's study on "fewer complex products") don't require a lot of management preparation, such as training employees or allocating resources. This is consistent with the study's finding that fewer barrier-reducing measures are needed. Other categories in Kuhn's study are not comparable to those in Talke and Hultink's study because they are mostly determined by factors such as pricing advantage, product novelty, market demand, and management participation in the launch. According to Kuhn's (2007) findings, a launch is more likely to be successful if it is deemed advantageous and sold with greater dedication to preparation and launch execution by management. The success rate will be low if management is not committed to the launch and the product is not beneficial. A few components of the two studies make sense and emphasize how crucial the product and market specifics are. The research also demonstrate that the best launch techniques are determined by product proprieties, market proprieties, and launch tactics. Ahearne et al. (2020) carried out a survey to

investigate the relationship between control systems, sales force behaviour, and product properties. The authors utilize structural equation modelling to analyse data from interviews with 226 pharmaceutical industry experts and 428 customers. They discover that salespeople typically shy away from investing in novel items because they believe these will sell on their own. Salespeople typically put in more time and effort to sell more challenging products because they believe that doing so will need more of them. A company's compensation plan should take such impact into consideration.

The study by Fraenkel, Haftor and Pashkevich (2016) examines the influence of several salesforce factors concerning new product launch success. The factors inspected, according to the authors, are target-setting for the NPL process, recruiting and selecting appropriate sales representatives, providing sales processes, information processes and training and choosing appropriate reward schemes and control modes. The study examines 68 product launches in pharmaceutical industry in Sweden and finds that the personality of the salesman has a high influence on the project success, as well as the compensation system. Also, a working system which is well defined, but nonetheless leaves a high degree of freedom to the salespeople, showed itself to be the most successful. Also, a successfully launched new product was "detailed by the sales representatives in a stand-alone mode, rather than jointly with other products" (Fraenkel, Haftor and Pashkevich, 2016). Cetinkaya and Thiele (2016) developed a computer simulation model based on the Bass diffusion model. The target of the model is to handle uncertainty regarding buyer's preferences. If a company launches several products which differ in terms characteristics which are relevant for adoption, management must estimate the sequence of launch. The model is an assisting tool to management to optimize profit. Because results coming from the model have not yet been tested empirically, the usability by management must be put into question. Panwar and Bapat (2017) discuss strategic problems relating to the topic of which launch projects—new brands, line expansions, or brand extensions—are the most effective, even though many recent studies concentrate on the tactical aspects of product launches. The study must therefore focus more on the essential strategic requirements that ensure launch success. This topic was the focus of much discussion in the 1980s and 90s, with topics including push or pull methods, product diversification, and developing a unique channel structure being covered. The results of the study may lend credence to the theory that line extensions are more successful than brand extensions. Pull factors (consumer acceptability and brand awareness) have a greater impact on launch success than push factors (advertising, pricing). Findings about how to react to competitors' actions are

delivered by Wang and Shaver (2016). The study is based on 1860 observations of Chinese TV broadcasting companies. The TV program is analyzed to find out if TV stations reposition program to avoid competition or launch new products after activities of leading competitor. The study touches on the topic of new product launch only at the brink. Also, it is dubious whether the results from China are easily generalized to other markets. Also, the study only shows behavior of some companies, but does not provide implications how to take better decisions.

While many recent studies focus on the tactical features of product launches, Panwar and Bapat (2017) also address strategic concerns related to the question of which launch projects—new brands, line extensions, or brand extensions—are the most effective. As a result, the study has to put more emphasis on the fundamental strategic needs that guarantee launch success. In the 1980s and 90s, there was a lot of discussion on this subject, covering issues like push or pull strategies, product diversification, and creating a distinctive channel structure. The hypothesis that line extensions are more successful than brand extensions may be supported by the study's findings. Launch success is more influenced by pull variables (brand awareness and consumer acceptance) than by push elements (pricing, promotion.

The literature, as earlier discussed shows that new product introductions represent significant growth opportunities but also carry high failure risks without structured launch processes. Results of review of Chibuku launch processes show that, the subject of new product launch has widely been studied. The research projects published in the last 15 years included wide knowledge of studies already conducted in the last 30 years. This explains why most of the papers published since 2005 take place from a global perspective. They offer complex models of success factors that have already been crystallized and try to validate these factors and their relations among each other. In most cases, success factors could be confirmed, even though many studies reveal surprising details.

It could also be shown that some results are contradictory even today. Research still needs to be conducted on the interactions between new product successes, the effect of launch execution, the role of the product advantage and supply chain management

Research has also partly focused on different products and different product characteristics (e.g. toys, computer, hightec…) and company size (SME/big companies). But most of these studies see these topics as not an independent and prior field of their research. They only create results on that question randomly, because these conclusions are found as explanations for

results found in a cluster analysis. As most of the studies are small (200 participants), results tend to not be enough to validate to generalize them. Further research is needed to deepen findings about differences between these mentioned types of companies and goods by focusing on Chibuku supper launch. Concerning international differences, the scientific background is also providing some results about differences and similarities. Unfortunately, most of the literature concerns only a few countries like US, Europe, China and Taiwan. It would be fruitful to conduct similar approaches for countries in other cultural spheres like Zimbabwe. Apart from the wide field of success factors, product launch literature leaves several doors wide open. Until today, an all-embracing approach would be necessary. Considering the importance of new product launch, it would be well appreciated by scientists and practitioners, to have an overview about all questions around new product launch that can be used like a manual, applicable for all kinds of goods, markets, business and companies. To reach this point, some further questions are still unanswered as the findings are collected from a limited part of the market.

Since Chibuku Harare, the best practice perspective—which has a process-oriented viewpoint—has been completely disregarded as a field of study. Above all, launching a new product is a process. To now, every conversation regarding the elements of success and the variations throughout businesses has been framed from the perspective of making decisions. Standardizing processes and adhering to a path that has not been illuminated by scientific research up to this point are necessary for decision-making. The body of research on new product development literature already in existence could serve as a model for developing a best practice strategy for the launch of a new product. Lastly, in order to draw conclusions and make recommendations for action, new information needs to be investigated. Additionally, no noteworthy research has been discovered that would address that crucial

2.5 Chapter summary

This chapter focused on the theoretical framework and empirical literature and gap reflection. The literature provided the various issues from which the researcher got insights into new product launch processes. The following chapter is going to discuss the methods that are going to be used to meet the objectives of this research.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the procedures that were followed in data collection. The following aspects are considered in this chapter: research approach, research design, sampling procedures, population and instrumentation. The researcher will focus on how the methods and instruments were used.

3.1 Research philosophy

Interpretivism is a research philosophy that explores people's subjective interpretations and the social conditions that influence them rather than focusing on a singular truth (Kothari 2020). Reilly (2021) defines interpretivism as a way of understanding the world by interpreting and comprehending the meanings that humans give their activities. Interpretivism holds that our experiences and interpretations shape social reality, which is subjective. Their goal is to comprehend the significance individuals ascribe to their encounters and the environment they live in. Due to its emphasis on meaning-making, interpretivism makes extensive use of qualitative research techniques such as textual analysis, focus groups, and interviews. These techniques enable academics to explore people's viewpoints and living experiences. Instead of aiming to predict social phenomena, interpretivism research seeks to develop a rich understanding of how people experience and make sense of the social world (Neza 2020). The researcher used the interpretivism approach because Interpretivism makes it possible to examine complicated topics in detail. The researchers can learn rich insights about people's motives through qualitative interviews or focus groups with key stakeholders involved in the launch process to understand their perspectives, motivations and the social dynamics. This surpasses what data or polls may reveal. Interpretivism recognizes the subjectivity of social reality. It makes it possible for the researcher to record the subtleties of unique experiences and the interpretations that people make of them. This is essential for comprehending delicate subject of understanding the effects of product launch at Chibuku Harare. The researcher also uses Interpretivism as it can be a potent method for theory formation in fields where there aren't enough established theories. The researcher might find patterns and themes that inform new theoretical frameworks by exploring people's lived experiences during the Chibuku Harare launch process. Human experiences are hard to put a number on. Beliefs, emotions, and personalities don't normally convert well into statistics. Through qualitative data exploration, interpretivism enables the researcher to uncover important information that surveys or experiments would overlook.

3.2 Research approach

The investigation was conducted using a qualitative research approach. The qualitative method consisted of conducting semi-structured interviews with Chibuku Harare managers, Distributors and consumers to collect more in-depth information on their experiences and perceptions on the launch process. The researcher chose a qualitative research approach because it is suitable in discovering various facts about product launch process such as feelings, attitudes etc that may be explained by numbers.

3.3 Research design

3.3.1 Descriptive

The researcher used a descriptive design. This allows for an in-depth exploration of the Chibuku Super banana launch Chibuku Harare, providing detailed insights into the specific strategies, challenges, and outcomes associated with the new product launch. Interviews, focus groups, and content analysis will be employed to gather data, capturing the multifaceted aspects of the launch processes and market reception. The descriptive design enables the researcher to uncover complex factors such as character or tone that may not be easily quantifiable, offering a comprehensive understanding of the contextual elements influencing the success of the product launch in the Harare market. Descriptive research design is adaptable to different types of research questions and different research settings. The use of both primary and secondary data sources allows triangulation of findings which, according to Yin (2019) is a major strength. Descriptive study also offers the benefits of studying phenomena in detail and in context, particularly in situations where there are many more variables of interest than there are observations. This study is going to explore the effects of product launch processes at Chibuku Harare

3.4 Population

Cooper and Schindler (2023) reveal that a population is a universe of objects whose attributes or parameters are to be investigated. Wilson (2024) defines a population as the total group of people that the researcher wishes to obtain information from or examine and make inferences on. Similarly, Etikan and Bala (2024) define a population as a group of individuals, groups or organizations under study by a researcher. The target population of this research is constituted of Chibuku Harare employees involved in the new product launch process namely marketing teams, product development teams and management and Customers who have been exposed to or affected by Chibuku Harare's new product launches and supply chain partners involved in the launch process such as suppliers and Distributors.

3.5 Sample

Hansen (2021) defines sample as a small population of a group of individuals that have one or more characteristics in common that are of interest to the research. It is also defined by Borg and Gall (2022) as an entire group of people whose objectives are of the same characteristics. The main function of the sample is to allow the researcher to conduct the study to individuals from the population so that the results of the study can be generalized (Neza 2020). The researcher selected participants who were knowledgeable on the study topic with each group of the target population represented. The sample consists of 20 consumers of the Chibuku supper banana, 20 traders and 10 managers from Chibuku Harare.

3.6 Sampling

Sampling is the process of selecting a subset of individuals or items from a larger population to study and draw conclusions about that population (Neza 2020). Purposive sampling was used by the researcher. This is a non-probability sampling technique where subjects are selected based on characteristics of a population and the objective of the study (Ashley 2018). Through purposeful sampling, the researcher can select potential participants who are knowledgeable and able to provide significant and relevant information to the study. The researcher targeted managers and executives at Chibuku Harare who are competent to provide meaningful information for the research (e.g., marketing managers, executives, product developers). The researcher also targeted Chibuku Harare key Distributors and retailers who have been in the Chibuku trading Business for 10 years and above.

3.7 Data collection

According to Kothari (2020) Data collection relates to how research data will be collected, clearly stating and explaining the types of instruments to be utilized and giving their advantages.

3.7.1 **Primary data**

In-depth interviews will be conducted with key stakeholders at Chibuku Harare to gain insights into the strategic planning and implementation of the new product launch processes**.** The researcher exploited the use of interviews and open-ended questionnaires because they are suitable for qualitative research. The researcher can seek clarification from the participant**s.**

3.7.1.1 Interview (semi structured interviews*)*

The researcher utilized Interviews as these provide an opportunity for the researcher to investigate ideas and beliefs of participants further and to generate data which may not have been obtained by other methods such as observation or survey (Yin, 2019). The interview method will be in the form of a dialogue in which the researcher sought to elicit information

from the subject about how the latter thinks. The researcher carried out the interviews using an interview schedule to serve as a guide in the sequence of the interview with semi structured questions. More information was gathered from observation of non-verbal cues and use of follow-up questions.

3.7.1.2 Questionnaires

The researcher adopted the use of open-ended questionnaires. These questionnaires are going to be distributed by the researcher in person. Respondents have a chance to answer the questions at their own pace and in the absence of the researcher. This helps the researcher eliminate the danger of interview bias because the participants don't feel pressurized by the interviewer. The identities of the respondents are kept anonymous which enables them to remove fear of being disclosed and labelled after the research. As Bell (2023) observes, the questionnaire increases reliability as an instrument of gathering data because of its greater impersonality.

The researcher first determined the research questions which he intended answered to address the research problem. Secondly, the researcher decided the attributes to be measured based on the research questions to be answered. To ensure the appropriateness, reliability and validity of the questionnaire, the researcher conducted a pilot study with people with same characteristics as the respondents. Ten respondents participated in the pilot study. The questionnaire is divided into two sections, A and B. section A carries the bibliography of the respondents while section B of the questionnaire consisted of open-ended questions. These will be administered to a sample of staff members involved in product launch and stakeholders who were affected by the launch. The surveys will contain targeted questions related to the product launch processes. The survey responses will provide data that can be analyzed to determine trends, correlations, and perceptions related to effectiveness of the Chibuku Harare launch processes.

The researcher personally delivered and collected the questionnaires to the respondents to ensure a high response rate. According to Bell (2023) respondents may rush through the questions without giving much thought on the item requirements considering the participants' tight schedules. The researcher will distribute the questionnaires in time to allow respondents ample time to attend to the questionnaires.

3.7.2 **Secondary data**

This is information and data that have already been collected and published by others, which one can use to support or complement their own primary research findings. Sources of

secondary data for this research will be reports from market research firms and industry associations that provide data on market trends, consumer preferences, and competitive landscape in the beverage industry, particularly focusing on similar product launches , Chibuku Harare annual reports, financial statements and investor presentations from Chibuku Harare which may include information on sales figures, market share and financial performance related to the new product, articles, white papers and studies published in trade journals or industry magazines related to the beverage industry, new product launches, consumer behavior and marketing strategies and published academic papers and studies that explore similar topics, such as consumer response to new product launches, marketing strategies and innovation in the beverage industry. To enrich my analysis and provide a broader perspective on the factors influencing the success or challenges of the product launch secondary data was used. Since the researcher's budget was very tight and limited and there were time constraints, secondary data provided readily available information that was also inexpensive to obtain. In addition, secondary data also provided trends through comparison of the past statistics against the current ones thus helping the researcher to reach a much more sensible and accurate conclusion. As such, the researcher used secondary data to complement the primary data gathered.

3.8 Data analysis

The researcher adopted a thematic data analysis approach. Braun and Clarke (2023) define thematic data analysis as a mixed analytic method of identifying, analyzing and reporting patterns (themes) within data. Thematic analysis is one of the most common forms of analysis in descriptive research that emphasizes pinpointing, examining, and recording patterns (or "themes") within data Greg, (2012). Responses obtained from the study would be summarized and aligned to the research problem and research objectives. The researcher first familiarized himself with the data looking for codes and patterns in the data. This allowed the researcher to uncover the themes and sub themes from the raw data. The researcher worked to tie data generated to subjects that pronounced a phenomenon and related it to a particular study question. Tabulated data would be analyzed as it would be grouped in subheadings derived from research questions and research objectives. This was done to make the findings clear and relate them to the literature review and scholarly views. This also helps to show how much the study has added to the existing body of knowledge.

3.9 Trustworthiness of the study

Trustworthiness of the study is the degree of confidence in data interpretation and methods used to ensure quality of the study (Pilot and Beck 2024). According to Cohen (2023) data

trustworthiness has four key components which are credibility, readability transferability and dependability. The letter of consent was sent to the participants before the research commenced to achieve trustworthiness. The researcher provided the participants with a detailed description of the study, its purpose and benefits in the language of their own choice before they began participating. It is ethical that a participant is well informed of what is required of them in a study. The participants were also told that they were free to withdraw from the research without the action being held against them.

3.9.1 Credibility

The credibility of research refers to the degree to which the findings and conclusions of a study are trustworthy and believable. It is essential in ensuring that research contributes valid and reliable information to the field of study. Credibility is often assessed based on research design, data quality, transparency, objectivity, peer review, consistency, contextual relevance and ethical considerations. To achieve content validity, the interview questions included a variety of questions on evaluating new product launch processes in the market. Interview questions were based on information gathered during literature review to ensured that they were representative of the evaluation of new product launch processes in the market, giving a strong content validity to the variables being measured. To establish external validity of the research questions in terms of suitability, utility and clarity, a field test was conducted. Seven people were selected to participate in a field test to review the instrument for clarity, content, wording and length. These people had characteristics like those of the target audience. To measure the reliability of data collected as well as ensuring that the methodology yields the same results, the questionnaire included different questions that test the same concept in different areas. This method re-tests the consistency of the participants' responses.

Collins (2020) states that a method of triangulation together with member checking helps establish credibility and contribute to trustworthiness. According to Gravetter and Ferzano, (2019) credibility is the degree to which a research study measures what it intends to measure. The researcher is going to ensure he asks the same research questions and collects data from different respondents through interviews. The researcher allowed the participants to review the data to be collected and interpretation of that data. Mbereko (2020) states that participants generally appreciate the member check process because it gives them a chance to verify their statements and fill in any gaps left.

To ensure validity of the findings of the study, the researcher conducted a pilot study by asking interview questions to other students and colleagues to ensure that the meaning projected by

the researcher is the same decrypted by the respondents, eliminating ambiguity. The researcher worked closely with his assigned supervisor to strike a balance between the objectives of the study and the questions contained in the interview question guide to ensure validity during the crafting of the interview questions. The researcher also interviewed Chibuku Harare managers, traders and customers to ensure credibility.

3.9.2 Transferability

Transferability generalizes study findings and tries to apply them to other contexts or situation Cohen (2023). To achieve this the researcher used Purposive sampling, a form of nonprobability sampling, to maximize specific data relative to the context in which it was collected because purposive sampling considers the sample subjects' characteristics, which are directly related to the research questions. The researcher also used thick description and discussion of the findings

3.9.3 Dependability

According to Saunders (2022) dependability refers to the amount to which measurements are free from random errors. In simple words it brings about consistency of the measurement scale to yield reliable and dependable or credible results. The researcher used the bracketing method to ensure that the research is free from his own influence during collection of data. This is a habit of data separation into observations and interpretations. To do this the researcher allowed the data to be inspected by a peer.

3.9.4 Conformability

Qualitative research can be conducted to replicate earlier work. The researcher ensured that the data was made internally consistent. The researcher used both primary data sources and secondary data sources. All used sources were cited.

Primary data was collected from respondents through interviews and questionnaires. Secondary data was obtained from Chibuku Harare documents and from the internet which was in line with the study objectives. It saved effort, expenses and time. Secondary data was worthwhile since it provided the foundation for the research.

3.10 Ethical considerations

This study will be done within the realms of ethics of research and proper permission will be sought from all interested stakeholders before the research kicks off. Authorities at Bindura University, officials at Chibuku Harare and other stakeholders were asked to grant permission to the researcher to carry out this study. In addition to seeking permission from relevant authorities, this study also prioritized the following ethical considerations: informed consent,

voluntary participation, as well as anonymity and confidentiality. Flick (2019) submits that the researcher needs not to tell or insinuate which responses come from participants. The researcher also maintained high confidentiality by assuring respondents that their responses were solely to be applied in research and the educational domain. This gave the respondents vast freedom to expound their feelings.

The researcher notified respondents that participation is entirely voluntary and there are no reprisals to those participants who are reluctant to continue participating in the study halfway. This means that participation in this study was not coercive. The participants of this study signed a consent form, explaining all the details pertaining to the relevance of the study to various stakeholders. This inevitably enabled the participants to feel valued and to supply authentic and credible information. Finally, the study also prioritized confidentiality. It gave participants forms to sign to assure them that the data to be collected in this study was solely to be used for educational issues only.

3.11 Chapter summary

The chapter focused on discussing and explaining data collection and instruments that were used to collect the data. The basics of research methodology, which include research design, sampling procedures, including population, sample, sample size and sampling methods were discussed. Data collection procedures, including data sources and research tools were also discussed. Ethical considerations are also thoroughly explained.

CHAPTER 4: PRESENTATION, ANALYSIS AND DISCUSSIONS OF FINDINGS

4.0 Introduction

This chapter presents the results of the study conducted on the effect of the new product launch processes at Chibuku Harare. The results are presented in accordance with the research objectives and include information collected using the questionnaires and interviews which were administered to both Chibuku Harare Managers, employees and the customers.

Gender of participants

The researcher collected data on the gender characteristics of the participants and the following results were obtained

4.1 Gender of participants

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	female	20	40.0	40.0	40.0
	male	30	60.0	60.0	100.0
	Total	50	100.0	100.0	

Data in above table depicts that of the 50 participants who partook in the study, 6(60%) were male while the other 4(40%) were female. The researcher noted that the inclusion of both sexes in the study helped to cater for gender equity as well as gathering of data from all gender groups. According to Neza (2020) it is important to consider both male and female respondents during an investigation. This was also supported by Yin (2021) who revealed that researchers must avoid gender bias when carrying out research.

4.2 Age of participants

The researcher was interested in knowing the age of participants. The following are the results obtained.

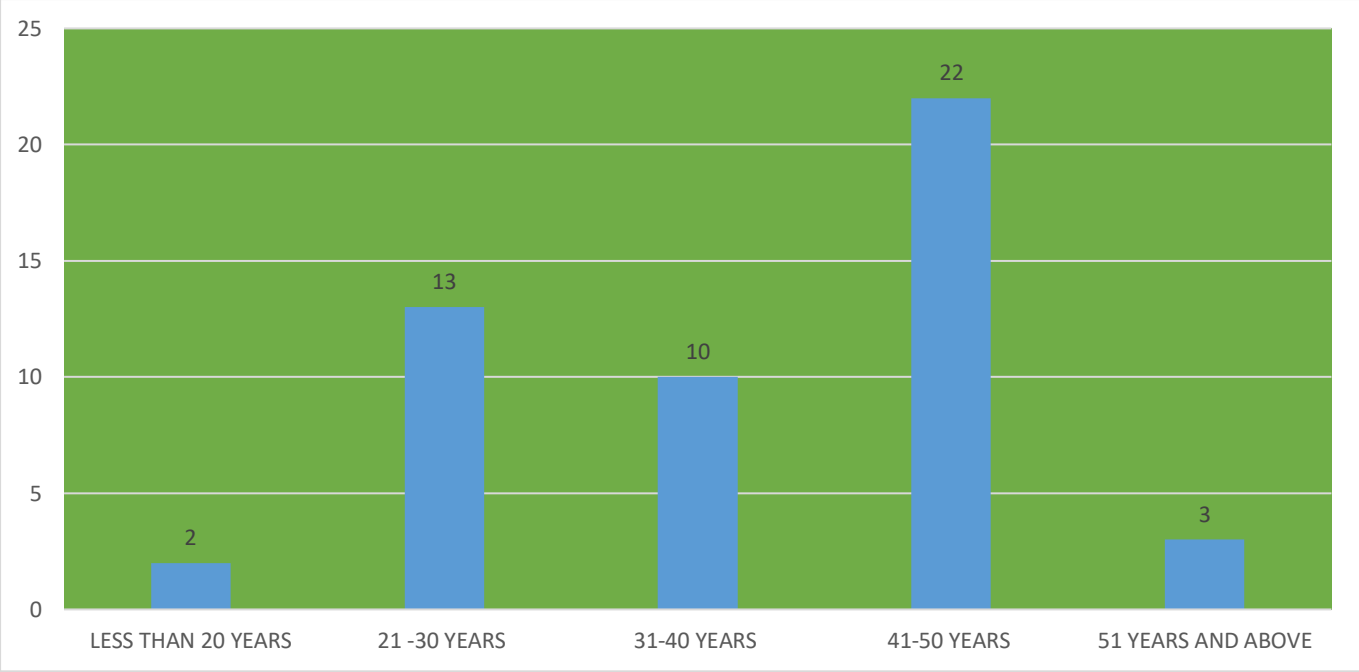


Figure 1: Age of respondents

The results from figure 1 above show that out of the 50 participants 2 were less than 20 years, 13 of them were 21-30 years, 10 were 31-40 years, 22 were 41-50 years and 3 were 51 years and above. This shows that most of the participants were between 41-50 years. The inclusion of various age groups in the study helped to obtain a variety of perspectives on the product launch process.

4.3 Working experience

The researcher collected data on the working experience of the participants and the following are the results

Table 4.3 working experience

W/E	Percent	Frequency
0-5	10	5
5-10	50	25
10-15	30	15
15+	10	5
	100	50

Based on the above research results, ten percent (5 participants) have zero to 5 years of experience in Chibuku beer industry,25 participants (50%) had worked for five to ten years with the Chibuku delta i with 30% having worked for ten to fifteen years, 10% have worked for more than fifteen years. This indicates that 90% of the participants had sufficient work experience lasting longer than five years. The distribution brought to light the diversity of the participant pool, which included people with a range of experience levels, from beginners to seasoned experts. According to studies on the value of participant diversity in research by Brown (2017) and Lee et al. (2020), this diversity can enhance the study's results by providing various viewpoints and insights. Furthermore, the focus on respondents with over five years of experience highlights how important practical knowledge is in advancing the goals of the study.

4.4 Factors that influenced consumer purchase of delta Chibuku new products

The researcher was interested in knowing the factors that influenced the purchase of Chibuku supper banana flavor as a newly introduced product. The information was captured and put on the chart according to the percentage of responses given.

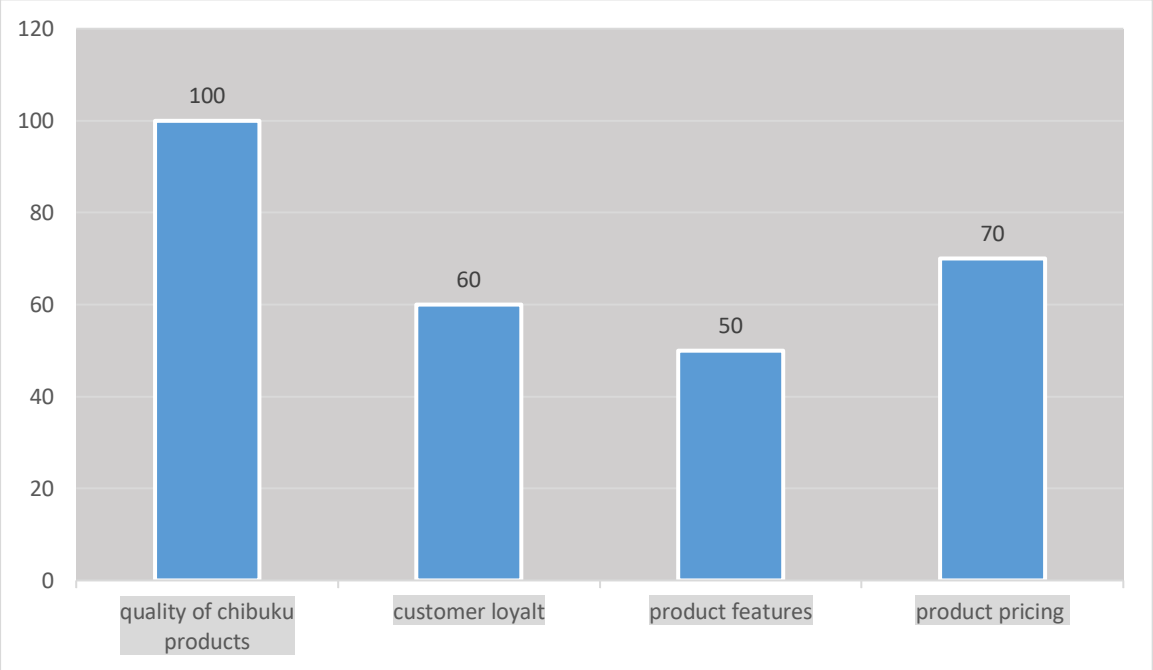


Figure 2: Factors that influenced consumer purchase of Chibuku new product.

The information obtained from both questionnaires and interviews shows that most of the participants purchased the Chibuku supper banana flavor because they trusted the quality of the product. During the interviews with Chibuku managers it was exposed that they work hard in ensuring that the quality of the products address the customer’s needs. This finding is consistent with Drucker (2015), who states that a company's only goal is to add value for its

clients. Hax & Wilde, (2023) added that to achieve exceptional results, we must service our clients in unique ways that draw in, please, and keep them. The results suggest that Chibuku researched on the needs of the consumers before launching Chibuku supper banana onto the market. The findings also suggest that nowadays, quality is no more a weapon of choice in the competition, rather, it is the fundamental component that consumers demand in any new product. Therefore, in line with this finding, it can be concluded that the success of launch of new products depends on the quality of the product.

From fig 2, Sixty percent of the participants reflected that the influence of customer loyalty contributes to customer decision to try or purchase the Chibuku supper banana. During the interview most of the participants indicated that they trusted the Chibuku supper products, and they were ready to support any new product introduced by the company without hesitation. One of the participants even added that they are loyal to the company products because of the quality it provides. This is in line with Cronin and Taylor (2022) who stated that the relationship between service quality and customer satisfaction has a direct impact on customer loyalty. This suggests that the Chibuku Harare has built good customer loyalty. This finding confirms Sower, Duffy, Kilbourne, Kohers, & Jones (2021) who state that customer loyalty yields significant benefits if its pursuit is part of an overall business strategy. The success of the new product launch at Chibuku Harare was supported by the customer loyalty established.

The results from fig 2 also show that fifty percent of the participants acknowledge that they purchased the product because of its features. During the interviews, it was revealed that Chibuku supper banana taste influenced the customer's interest in purchasing the new product. This finding is in line with Collins (2020) who states that aesthetics and features are extra attributes that increase the product's appeal customers. The new Chibuku supper banana flavor acceptance in the market therefore depended on its taste.

Fig 2 also shows that Seventy percent of the participants agreed that the new product pricing contributed to the success or acceptance of the product by consumers. During interviews with the managers, it was exposed pricing strategy affects a product launch's success. Chibuku supper managers exposed they use "penetration price" approach, so that they gain a large market share through low price setting. The findings confirm Hultink et al., (2017) who states that the setting of the launch price may determine the success/failure of a product depending on how customers perceive pricing. They will adopt the product if they perceive the price to be value for money and may refuse purchase if they perceive the price to be too high.

4.5 What are the main areas of inefficiency in Chibuku Harare's current new product launch processes?

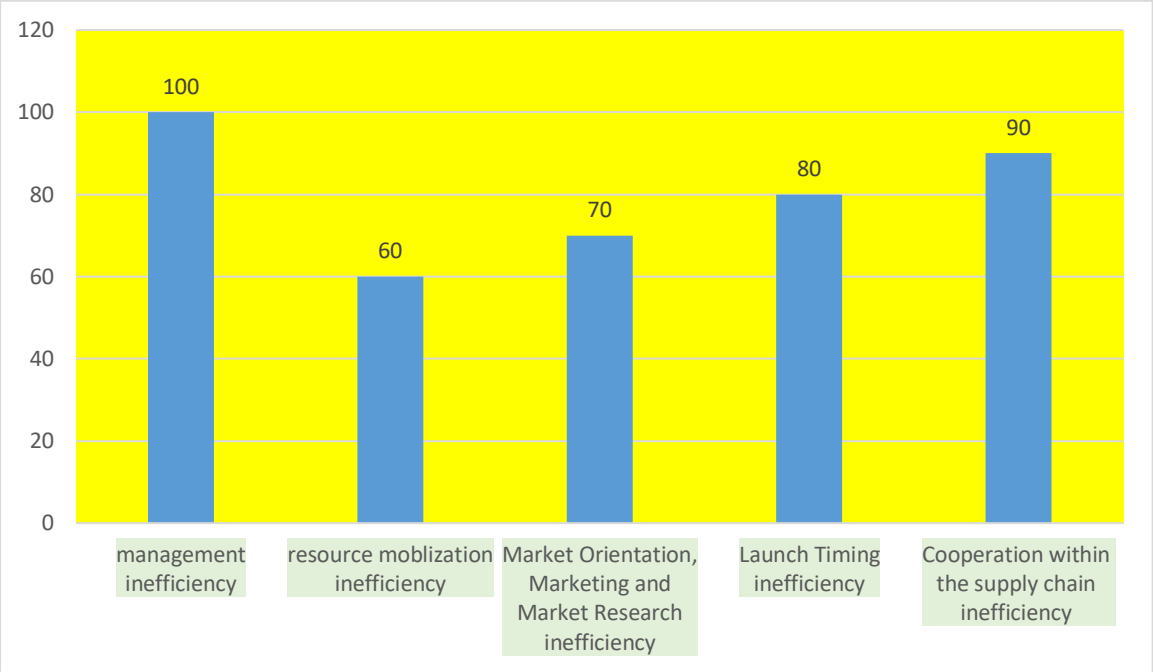


Figure 3: Areas of inefficiency in Chibuku Harare's current new product launch processes

The results from figure 3 show that participants noted various areas of inefficiency in the Chibuku supper banana flavor launch processes. All the participants raised concern over management deficiencies in the Chibuku super banana launch process. This finding suggests that a need for a positive improvement in the launch process by management. On the flip side, the findings suggest that management efficiency is a success driver in the new product launch process. This is in line with Kuhn (2017), who states that there is a connection between a product's success, the level of internal cooperation and the management's motivation. The relationship between management competence and the success of new products is further supported by O'Dwyer and Ledwith (2018) and another study Song (2021) which link management constructs, cross-functional integration, business unit resources, marketing activity execution and launch timing.

Sixty percent of the participants exposed that there were resources mobilization inefficiencies during the Chibuku supper banana launch. During the interview it was revealed that resources were limited in areas like advertising, human resources and product delivery to wholesalers and retailers on time. This finding suggests that the Chibuku super banana launch was not efficient because of limited or insufficiency in resources allocation. This finding confirms Song and di Benedetto (2021) who state that marketing resources and marketing capabilities drive

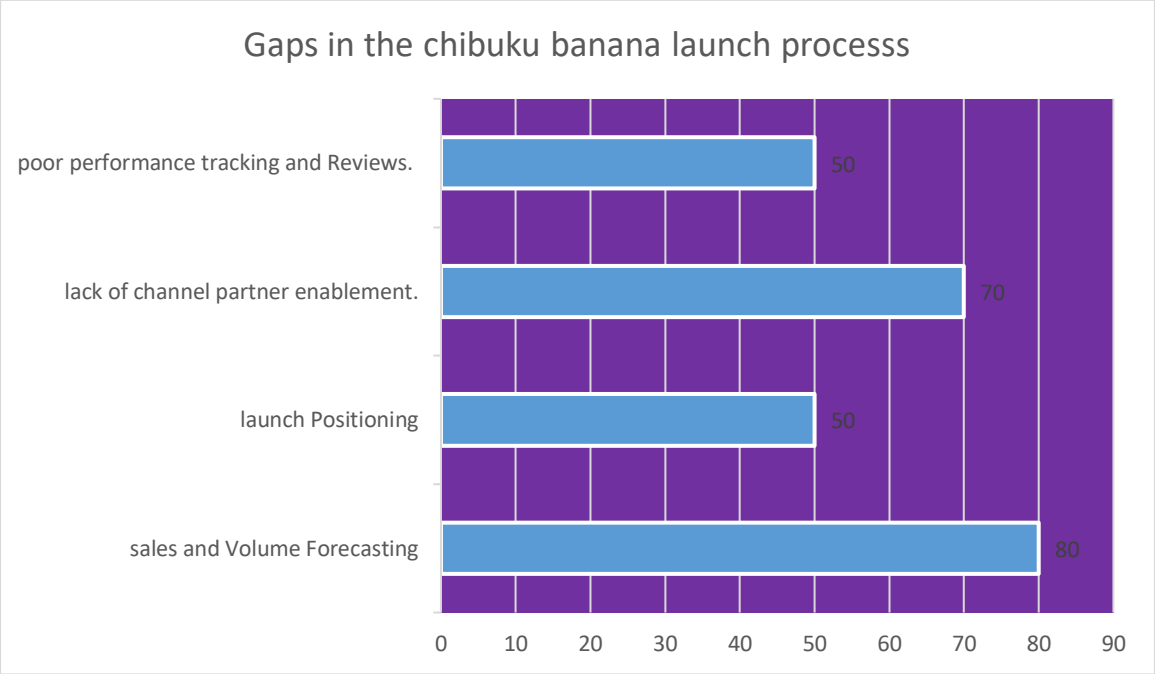
new product launch process. The same findings were supported by Kiriakopoulos, Hughes and Hughes, (2016) who argue that there is a link between resource mobilization and new product launch success. Here one might blame Chibuku management inefficiencies.

The results from fig 3 also show that seventy percent of the participants are of the view that Chibuku supper banana flavor was associated with market orientation, marketing and market research inefficiencies. During interviews it was revealed that there was a lack of market research and marketing strategies. This finding is consistent with Calantone and Di Benedetto (2017) who state that understanding the market's needs and requirements as well as selecting the appropriate pricing strategy can help outperform competitors and achieve better financial benefits. The findings indicate that market orientation and market research are a significant factor in launch success.

The findings also revealed that eight percent of the participants are of the view that there was launch timing inefficiency. During interviews with the Chibuku managers, it was exposed that they failed to identify the proper timing for launching the Chibuku banana flavors. They exposed that there was need for a robust opportunity analysis building on consumer, market, technical and operations data and diagnostics. This will significantly increase the likelihood of new product success by ensuring a relevant opportunity space. This finding agrees with Collins (2020) who states that Launch timing provides an advantage over competitors and the company can make profit if the product is released at the right time. Collins added that advertising would lose its impact if it were launched too soon since the company might not be able to match consumer demand for its goods or they might have defects. The findings here suggest that product launch timing is a significant fact in the success of a new product launch.

The study findings also exposed that ninety percent of the participants state there was lack of cooperation within the supply chain. The participants exposed the Chibuku supper banana launch lacked cooperation between the stakeholders and the supply chain. The findings are in line with Neza (2020) who state that another inefficiency noted in most launch processes is the lack of cooperation within the supply chain (Neza 2020). The findings therefore suggest that collaboration initiatives may be a wise move for a product launch success.

4.6 The gap that exists in the current Chibuku super banana launch processes.



Findings from the study also showed that eighty percent of the participants revealed that there was a gap on sales and volume Forecasting. During interviews with the Chibuku managers, it was confirmed that demand forecasts were conservative based on past trends rather than category growth trends and market testing. The participants revealed that production planning was constrained owing to pessimistic projections. Fifty percent (50%) of the participants exposed that another weakness was found in the positioning of the variant. The variant was positioned as an affordable indulgence which diluted premiumization potential. They revealed that the messaging lacked differentiation and did not convey the sensorial experience strongly

In addition, seventy percent of the participants revealed that the product launch process lacked channel partner enablement. The initial distribution strategy focused only on reaching retailers leaving out resellers and distributors as channel partners. This led to a lack of alignment with resellers on launch objectives, pricing guidelines and availability expectations. One of the participants was quoted saying

> *When product supply gaps emerged in the market owing to under-forecasting, resellers saw an arbitrage opportunity.*

It was revealed that the product supply gap caused hoarding of inventory to create artificial scarcity. The product was then sold at significant premiums to retailers, with their revenue contribution increasing from 16% to 22%. Lack of formal agreements with resellers on pricing meant there was no enforcement mechanism to prevent or penalize such practices. Overpricing

led consumers to perceive the product as overvalued, negatively impacting trial and repeat purchase. One of the participants further revealed that for successful new product launches, the route-to-market strategy should proactively profile and onboard all channel partners. This finding suggests that resellers and distributors play a key role in reaching a broader market base. In other words, the finding suggests that active channel partner engagement strategies across all nodes is vital for optimizing route-to-market and preventing sub-optimal practices. Fifty percent of the participants revealed that they are noticing a gap in performance tracking and reviews. According to them the metrics monitored were limited to sales and costs excluding awareness, distribution and customer feedback. It was exposed that the performance dialogues through consumer panel and retailer inputs were missing. Some of the participants even added that the launch reviews focused on describing outcomes rather than diagnosing root causes.

4.7 The new product launch model that can be deployed to optimize new product launch at Chibuku Harare.

The participants were asked what they thought could be included in a product launch process and the following responses were obtained.

The participants exposed that sharpened positioning, stronger channel enablement, pricing optimization and structured performance tracking will be key to driving for new product launch success. They revealed that the model must enhance target setting, channel partner engagement, pricing, performance orientation and continuous learning to enable optimization and effectiveness across the new product launch process. It must adopt a statistical forecasting model supplemented by test marketing and simulations.

It was also revealed that they should implement channel partner capability building through immersive workshops and sustained engagement. The engagement must include all important stakeholders in the product distribution channel to the final user, the consumer. This will help to capture consumer and retailer insights consistently to keep improving launch execution. One of the participants added that the availability of clear, good planning and inventory buffers at each node of the model can also curb hoarding behaviors during supply uncertainties.

4.8 Chapter summary

This chapter displayed and analyzed data gathered from Chibuku managers, customers and traders. The researcher started with the presentation and analysis of the demographic data followed by the data that answered the research questions. The next chapter is going to focus on the summary and conclusions of the study findings.

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The previous chapter presented the findings of the study, which were linked to the literature and the theoretical model of the study. The study presented and analyzed data gathered from the Chibuku managers, traders and consumers. This chapter is the final chapter which aimed to summarize, conclude and give recommendations to the study. The chapter presents five aspects, namely, aim and research questions, a summary of the study, conclusions drawn from the findings, recommendations from the study and the implications of the study.

~~5.1~~ Summary of findings

5.1.1 The primary factors influencing consumers' decision to try or purchase Chibuku Harare's new products

The study revealed that consumers purchased the Chibuku supper banana flavor because they trusted the quality of the product. It was exposed that the managers at Chibuku Harare are always working hard in ensuring that the quality of the products address the customer's needs. The findings revealed that nowadays, quality is the fundamental service that consumers demand in any new product. The study findings also revealed that customer loyalty contribute to customer decision to try or purchase a new product. The customers are loyal to the company products because of the quality they provide. The study revealed that Chibuku Harare has built good customer loyalty.

The study also revealed that the customers purchased the product because of its features. It was revealed that how Chibuku supper banana tastes influenced the customer's interest in purchasing the new product. Aesthetics and features are extra attributes that increase the product's customer appeal.

The study also exposed that the new product pricing contributed to the success or acceptance of the product by consumers. It was exposed pricing strategy affects a product launch's success through its influence on consumers' decision to try or purchase. Chibuku supper managers exposed they use "penetration price" approach for them to gain a large market share through low price setting. Therefore, the setting of the launch price may determine the success or failure of a product depending on how customers perceive pricing.

5.1.2 The main areas of inefficiency in Chibuku Harare's current new product launch processes.

The study exposed that there was management inefficiency in the Chibuku super banana launch process. Management efficiency contributes to effective resource mobilization, launch timing,

effective cooperation and effective marketing strategy. The study also exposed that there were resources mobilization inefficiencies during the Chibuku supper banana launch. It was revealed that resources were limited in areas like advertising, human resources and product delivery to wholesalers and retailers on time. The study revealed that there is a link between resource mobilization and new product launch success.

The study further revealed that there was a lack of market research and effective marketing strategies. It was exposed that understanding the market's needs and requirements as well as selecting the appropriate pricing strategy can help outperform competitors and achieve better financial benefits. The findings also revealed that there was launch timing inefficiency. It was exposed that they failed to identify the proper timing for launching the Chibuku banana flavors.

The study findings also exposed that there was lack of efficient cooperation within the supply chain. The study exposed that the Chibuku super banana launch lacked cooperation between the stakeholders involved in the supply chain.

5.1.3 The gap that exists in the current Chibuku super banana launch processes

An assessment of the proposed Super Banana launch plan revealed that there were so many gaps which include the gap of sales and volume forecasting, the gap of launch positioning and lack of channel partner enablement. The initial distribution strategy focused only on reaching retailers directly without an active plan for engaging resellers and distributors as channel partners. It also showed the gap of performance tracking and reviews.

5.1.4 Areas where Chibuku Harare needs improvement in its new product launch processes to enhance effectiveness and efficiency

The study revealed that new product launch model that can be deployed to optimize new product launch at Chibuku Harare must have a sharpened positioning, stronger channel enablement and pricing optimization and structured performance tracking. The model must enhance targets setting, channel partner engagement, pricing, performance orientation and continuous learning to enable optimization and effectiveness across the new product launch process. Channel partner capability building through immersive workshops and sustained engagement. The engagement must include all important stakeholders in the product distribution channel to the final user, the consumer. This will help to capture consumer and retailer insights consistently to keep improving launch execution. One of the participants added that the availability of clear, good planning and inventory buffers at each node of the model can also curb hoarding behaviors during supply uncertainties.

5.2 Conclusion

The study concluded that the Chibuku supper customers purchase new products from the company because of its quality, product features, price and loyalty to the brand. The study concluded that the Chibuku banana launch success was hindered by management inefficiency, market orientation and market research inefficiency which include management inefficiency, resources mobilization inefficiencies and lack of cooperation efficiency. The Chibuku Super Banana launch case study highlighted significant gaps versus global new product launch best practices across core areas like demand forecasting, channel partner enablement, pricing compliance and performance tracking. Therefore, structured partner engagement models encompassing capability building, tools provision and sustained mindshare initiatives are vital for execution excellence. In short, a new product launch requires excellence across opportunity analysis, planning, channel enablement, retail execution, pricing, and performance tracking. Addressing the diagnosed gaps will be crucial for Chibuku Harare to drive more effective and successful new product launch outcomes.

5.3 Recommendations

In line with the findings and conclusion, the researcher recommends companies that want to launch new products to

Develop integrated communications plan across TV, radio, influencers, social media leveraging ads and creativity. They must appoint dedicated cross-functional launch teams with representation from marketing, sales, operations and channel partners. They must create a comprehensive launch playbook detailing processes, timelines, templates and toolkits. They must also develop training curriculum and simulate launch scenarios through immersive workshops, conduct market research with consumers, retailers and distributors to identify whitespace opportunities. The companies must create opportunity assessment guidelines encompassing strategic fit, consumer appeal and business case frameworks. They must design launch strategy templates covering statistical forecasting models, budget simulations, risk planning. They must also develop pricing architecture determination tools like conjoint analysis and price-sensitivity tests. The companies must develop joint business plans with leading retailers outlining promotional calendars, positioning and shelf space commitments and conduct capability building workshops on new product launch excellence covering opportunity analysis to performance tracking. Lastly, they must develop launch calendar synchronizing marketing campaigns, sales team deployment, and partner activations

REFERENCES

Ahearne, M., Rapp, A., Hughes, D. And Jindal, R. 9 (2020). Managing Sales Force Product Perceptions And Control Systems In The Success Of New Product Introductions. *Journal Of Marketing Research*, 47(4): 764–776.

Beck ,(2019), Research Methodology-Methods And Techniques, New Delhi, Wiley Eastern Limited.

Bell (2021).Qualitative Case Study Methodology: Study Design And Implementation For Novice Researchers. New Jersey: Ets

Bernard, M. (2016). The Impact Of Social Media On The B2b Cmo. *Journal Of Business & Industrial Marketing*, 31(8): 955–960.

Bhalla, M. (2023). Waterfall Versus Sprinkler Product Launch Strategy: Influencing The Herd. *The Journal Of Industrial Economics*, 61(1): 138–165.

Borg And Gall (2020) Qualitative Research In Practice Stories From The Field .Open University Press, Buckingham

Brandfinance. 2019. *Global 500 2019. The Annual Report On The World's Most Valuable And Strongest Brands*. [Online]. Available At: Https://Brandfinance.Com/Images/Upload/Global_500_2019_Locked_1. Pdf [Accessed: 2019, August 27].

Brockhoff, K. (2020). *Forschung Und Entwicklung: Planung Und Kontrolle*. München: Oldenbourg Verlag.

Bruce, M., Daly, L. And Kahn, K. B. (2017). Delineating Design Factors That Influence The Global Product Launch Process. *Journal Of Product Innovation Management*, 24(5): 456–470.

Brynjolfsson, E. And Mcafee, A. (2024). *The Second Machine Age: Work, Progress, And Prosperity In A Time Of Brilliant Technologies*. New York: W. W. Norton & Company.

Burmester, A. B., Becker, B. U., Van Heer, H. And Clement, M. (2015). The Impact Of Pre- And Post-Launch Publicity And Advertising On New Product Sales. *International Journal Of Research In Marketing*, 32(4): 408–417.

Burns And Groove L. (2015) Research Methods For The Behavioral Sciences .Belmont, Ca: Wadsworth Cenage Learning Chicago.

Busca, L. And Bertrandias, L. (2020) A Framework For Digital Marketing Research: Investigating The Four Cultural Eras Of Digital Marketing. *Journal Of Interactive Marketing*, 49: 1–19.

Calantone, R. J. And Di Benedetto, C. A. (2017). Clustering Product Launches By Price And Launch Strategy. *Journal Of Business & Industrial Marketing*, 22(1): 4–19.

Calantone, R. J. And Di Benedetto, C. A. (2022). The Role Of Lean Launch Execution And Launch Timing On New Product Performance. *Journal Of The Academy Of Marketing Science*, 40(4): 526–538.

Caldieraro, F., Kao, L.-J. And Cunha, M. (2015) Harmful Upward Line Extensions: Can The Launch Of Premium Products Result In Competitive Disadvantages? *Journal Of Marketing*, 79(6): 50–70.

Chiromo (2019) Research Approach. University Press

Collins M (2020).A Functional Approach To Educational Research Methods And Statistics: Qualitative, Quantitative, And Mixed Methods Approaches. Oxford University Press.

Cooper, R. G. And Kleinschmidt, E. J. (2018) Resource Allocation In The New Product Process. *Industrial Marketing Management*, 17(3): 249–262.

Cooper, R. G., Edgett, S. J. And Kleinschmidt, E. J. (2024). Benchmarking Best Npd Practices—I. *Research-Technology Management*, 47(1): 31–43.

Courty, P. And Nasiry, J. (2016). Product Launches And Buying Frenzies: A Dynamic Perspective. *Production And Operations Management*, 25(1): 143–152.

Creswell, J.W. (2009).Research Design: Qualitative, Quantitative, And Mixed Methods Approaches (3rd Ed.).Thousand Oaks, Ca Sage Publications.

Creswell, J.W. (2024).Research Design: Qualitative, Quantitative, And Mixed Methods Approaches (3rd Ed.).Thousand Oaks, Ca Sage Publications.

Creswell, Jw, Hanson, We, Clark Plano, V.L., &Morales, A (2017).Qualitative Research Design Selection And Implementation .Cambridge University Press.

Cui, A. S., Zhao, M. And Ravichandran, T. (2021). Market Uncertainty And Dynamic New Product Launch Strategies: A System Dynamics Model. *Ieee Transactions On Engineering Management*, 58(3): 530–550.

Cui, G., Lui, H.-K. And Guo, X. (2022). The Effect Of Online Consumer Reviews On New Product Sales. *International Journal Of Electronic Commerce*, 17(1): 39–58.

Diermeier, M. And Goecke, H. (2017). Productivity, Technology Diffusion And Digitization. *Cesifo Forum*, 18(1): 26–32.

Döllgen, H.-J. (2018). Global Und Digital – Wirtschaftssenatoren In Weiherhammer. *Der Mittelstand*, 18(3): 100.

Dombrowski, U., Riechel, C. And Evers, M. (2024). Industrie 4.0–Die Rolle Des Menschen In Der Vierten Industriellen Revolution. *Industrie*, 4: 129–153.

Dube And Nkunda (2015) How To Carry A Research In Education. University Of London. Longman

Ernst & Young. (2018). *Digitalisierung Im Deutschen Mittelstand*. Available At: Https://Www.Ey.Com/ Publication/Vwluassets/Ey-Digitalisierung-Im-Deutschen-Mittelstand-Maerz-2018/$File/Eydigitalisierung-Im-Deutschen-Mittelstand-Maerz-2018.Pdf [Accessed: 2020, November 15].

Etventure. (2018). Studie Digitale Transformation 2018. Available At: Https://Service.Etventure.De/Hubfs/Etventure_Studie_2018trendreport.Pdf?Hsctatracking=52ea00ef-E9c3-40f2-9e375e6fd18cd301%7c75ddf2ef-585d-4792-A44b-95534b2b1a86 [Accessed: 2020, November 15].

Fraenkel, S., Haftor, D. M. And Pashkevich, N. (2016). Salesforce Management Factors For Successful New Product Launch. *Journal Of Business Research*, 69(11): 5053–5058.

Frattini, F., Bianchi, M, De Massis, A. And Simic, U. (2024). The Role Of Early Adopters In The Diffusion Of New Products: Differences Between Platform And Nonplatform Innovations. *Journal Of Product Innovation Management*, 31(3): 466–488.

Frattini, F., Dell'era, C. And Rangone, A. (2023). Launch Decisions And The Early Market Survival Of Innovations: An Empirical Analysis Of The Italian Mobile Value-Added Services (Vas) Industry. *Journal Of Product Innovation Management*, 30: 174–187.

Frey, C. B. And Osborne, M. A. (2017). The Future Of Employment: How Susceptible Are Jobs To Computerisation? *Technological Forecasting And Social Change*, 114: 254–280.

Gal, P., Nicoletti, G., Renalut, T., Sorbe, S. And Timilotis, C. (2019). *Digitalisation And Productivity: In Search Of The Holy Grail–Firm-Level Empirical Evidence From Eu Countries*. Oecd Economics Department Working Papers No. 1533. Paris: Oecd Publishing.

George (2024), Research Methodology-A Step-By-Step Guide For Beginners, (2nd.Ed), Singapore, Pearson Education.

Gerst, D. (2019). Autonome Systeme Und Künstliche Intelligenz. In: *Autonome Systeme Und Arbeit. Perspektiven, Herausforderungen Und Grenzen Der Künstlichen Intelligenz In Der Arbeitswelt*. Bielefeld: Transcript Verlag, Pp. 101–138.

Gruner, R. L., Vomberg, A., Homburg, C. And Lukas, B. (2019). Supporting New Product Launches With Social Media Communication And Online Advertising: Sales Volume And Profit Implications. *Journal Of Product Innovation Management*, 36(2): 172–195.

Gumm, H. P. And Sommer, M. (2019). *Einführung In Die Informatik*. Oldenbourg Verlag.

Gwarinda (2018), Practical Research Methods, New Delhi, Ubs Publishers' Distributors,

Hauschildt, J., Salomo, S., Schultz, C. And Kock, A. 2016. *Innovationsmanagement*. Vahlen.

Homburg, C. (2017). Marketingmanagement. In: Homburg, C. (Ed.). *Marketingmanagement: Strategie - Instrumente - Umsetzung - Unternehmensführung*. Wiesbaden: Springer Fachmedien Wiesbaden.

Huang, S. C.-T. And Tsai, K.-H. (20130. Exploring The Drivers Of New Product Success For Businesses In Asia: A Meta-Analysis. *Asia Pacific Business Review*, 19(3): 303–319.

Ingenbleek, P. T., Frambach, R. T. And Verhallen, T. M. (2023). Best Practices For New Product Pricing: Impact On Market Performance And Price Level Under Different Conditions. *Journal Of Product Innovation Management*, 30(3): 560–573.

Jhang, J. H., Grant, S. J. And Campbell, M. C. (2022). Get It? Got It. Good! Enhancing New Product Acceptance By Facilitating Resolution Of Extreme Incongruity. *Journal Of Marketing Research*, 49(2): 247–259.

Jiang, Z., Qu, X. S. And Jain, D. C. (2018). Optimal Market Entry Timing For Successive Generations Of Technological Innovations. *Mis Quarterly*, (Forthcoming).

Jin, J. L., Shu, C. And Zhou, K. Z. (2019). Product Newness And Product Performance In New Ventures: Contingent Roles Of Market Knowledge Breadth And Tacitness. *Industrial Marketing Management*, 76: 231–241.

Kämpf, T. And Boes, A. (2020). Zeitenwende Im Büro: Angestelltenarbeit Im Sog Der Globalisierung. *Wsi-Mitteilungen*, 63(12): 611–617.

Khajavi, S. H., Partanen, J., Holmström, J., Tuomi, J.(2015). Risk Reduction In New Product Launch: A Hybrid Approach Combining Direct Digital And Tool-Based Manufacturing. *Computers In Industry*, 74: 29–42.

Kim, N., Shin, S. And Min, S. (2016). Strategic Marketing Capability: Mobilizing Technological Resources For New Product Advantage. *Journal Of Business Research*, 69(12): 5644–5652.

Kou, T.-C. And Lee, B. C. Y. (2015). The Influence Of Supply Chain Architecture On New Product Launch And Performance In The High-Tech Industry. *Journal Of Business & Industrial Marketing*, 30(5): 677– 687.

Kreutzer, R. T. 2016. *Online-Marketing*. Wiesbaden: Springer.

Kumar, A., Bezawada, R., Rishika, R., Janikara, R. And Kannan, P. K. (2016). From Social To Sale: The Effects Of Firm-Generated Content In Social Media On Customer Behavior. *Journal Of Marketing*, 80(1): 7–25.

Kyriakopoulos, K., Hughes, M. And Hughes, P. (2016). The Role Of Marketing Resources In Radical Innovation Activity: Antecedents And Payoffs. *Journal Of Product Innovation Management*, 33(4): 398–417.

Ledwith, A. And O'dwyer, M. (2019). Market Orientation, Npd Performance, And Organizational Performance In Small Firms. *Journal Of Product Innovation Management*, 26(6): 652–661.

Lee, Y., Lin, B. W., Wong, Y. Y. And Calantone, R. (2021). Understanding And Managing International Product Launch: A Comparison Between Developed And Emerging Markets. *Journal Of Product Innovation Management*, 28(S1): 104–120.

Leisse, O. (2024). *Be Prepared: 30 Trends Für Das Business Von Morgen*. Freiburg: Haufe-Lexware.

Lobel, I., Patel, J., Vulcano, G. And Zhang, J. (2015). Optimizing Product Launches In The Presence Of Strategic Consumers. *Management Science*, 62(6): 1778–1799.

Makore (2021) Confidentiality In Research. University Of Zimbabwe.

Marlow C.R.,(2021) Research Methodology-Methods And Techniques, New \

Merriam, S. (2016).Qualitative Research: A Guide To Design And Implementation (4th Ed.).San Francisco, Ca Jossey Bass.

Millson, M. R. (2022). An Examination Of The Moderation Effects Of Npd Resource Allocation And Product Innovativeness On The Npd Stage Process Proficiency–New Product Market Success Relationship. *International Journal Of Technology Intelligence And Planning*, 8(2): 137–160.

Muchochomi (2016).A General Typology Of Research Designs Featuring Mixed Methods. Research In The Schools 13.1, 12-28

Mungenda (2023) Informing Research Participants Your Intention. Harare College Press.

Neuman (2017) Research Methodology. College Press

O'dwyer, M. And Gilmore, A. (2019). Competitor Orientation In Successful Smes: An Exploration Of The Impact On Innovation. *Journal Of Strategic Marketing*, 27(1): 21–37.

O'dwyer, M. And Ledwith, A. (2018). Product Launch, Product Advantage And Market Orientation In Smes. *Journal Of Small Business And Enterprise Development*, 15(1): 96–110.

Oecd. (2017). *Oecd Digital Economy Outlook*. Paris: Oecd Publishing, Paris.

Oleff, A. And Malessa, N. (2018). Strategischer Ansatz Zur Industrie 4.0-Transformation. *Zwf Zeitschrift Für Wirtschaftlichen Fabrikbetrieb*, 113(3): 173–177.

Ozer, M. And Tang, J. W. (2019). Understanding The Trade-Off Between Familiarity And Newness In Product Innovation. *Industrial Marketing Management*, 77, Pp. 116–128.

Panwar, J. S. And Bapat, D. (2017). New Product Launch Strategies: Insights From Distributors' Survey. *South Asian Journal Of Management*, 14(2): 82–91.

Patton. (2020). Research Methods For Education Students. Windhoek: Zebra Publishing.

Pleil, T., Helferich, P. S., Grupe, M. And Weigl, S. (2017). *Influencer Marketing Studie.* [Online]. Available At: Http://B2binfluencer.De/Influencer-Kommunikation-2017/Download-Whitepaper/ [Accessed: 2019, August 29].

Rijsdijk, S. A., Langerak, F. And Hultink, E. J. (2021). Understanding A Two-Sided Coin: Antecedents And Consequences Of A Decomposed Product Advantage. *Journal Of Product Innovation Management*, 28(1): 33–47.

S

Saunder, Et Al (2019), Research Methodology-A Step-By-Step Guide For Beginners, (2nd.Ed), Singapore, Pearson Education.

Schildmann, M., Bendig, D. And Brettel, M. (2019). Creating Business Value Through Social Media: An Investigation Of The Dynamic Relationship Between Social Media, Brand Equity And Firm Risk. In: *Proceedings Of The 27th European Conference On Information Systems (Ecis)*. Stockholm & Uppsala, Sweden, June 8–14.

Schneider A (2023).Qualitative Research Design Selection And Implementation .Cambridge University Press.

Schoenherr, T. And Swink, M. (2015). The Roles Of Supply Chain Intelligence And Adaptability In New Product Launch Success. *Decision Sciences*, 46(5): 901–936.

Shepherd, C. And Ahmed, P. K. (2020). From Product Innovation To Solutions Innovation: A New Paradigm For Competitive Advantage. *European Journal Of Innovation Management*, 3(2): 100–106.

Simakova, E. (2020). Rfid 'Theatre Of The Proof': Product Launch And Technology Demonstration As Corporate Practices. *Social Studies Of Science*, 40(4): 549–576.

Snyder, H. (2019). Literature Review As A Research Methodology: An Overview And Guidelines. *Journal Of Business Research*, 104: 333–339.

Song, L. Z., Song, M. And Di Benedetto, C. A. (2021). Resources, Supplier Investment, Product Launch Advantages, And First Product Performance. *Journal Of Operations Management*, 29(1): 86–104.

Springer, R. (2020). Case Study Research: Design And Methods. 4th Edition, Thousand Oaks, Ca: Sage Publications.

Strath (2015) Research Methods. College Presss: Unpublished

Talke, K. And Colarelli O'connor, G. (2021). Conveying Effective Message Content When Launching New Industrial Products. *Journal Of Product Innovation Management*, 28(6): 943–956.

Talke, K. And Hultink, E. (2020). Managing Diffusion Barriers When Launching New Products. *Journal Of Product Innovation Management*, 27(4): 537–553.

Talke, K. And Snelders, D. (2023). Information In Launch Messages: Stimulating The Adoption Of New High-Tech Consumer Products. *Journal Of Product Innovation Management*, 30(4): 732–749.

Tracey, J. B. (2024). A Review Of Human Resources Management Research: The Past 10 Years And Implications For Moving Forward. *International Journal Of Contemporary Hospitality Management*, 26(5): 679–705.

Trommsdorff, V. And Steinhoff, F. (2023). *Innovationsmarketing*. München: Vahlen.

Tuckman And Monette (2021) Research Instruments. University Of Niger

Van Ark, B. (2015). Productivity And Digitilization In Europe: Paving The Road To Faster Growth. *Digiworld Economic Journal*, 100: 107–124.

Wahrig Herkunftswörterbuch. (2019). *Woher Kommt Digital |Wortherkunft Von Digital|*. [Online]. Available At: Https://Www.Wissen.De/Wortherkunft/Digital [Accessed: 2019, June 19].

Wallers, V. (2022). Research Methods For Education Students. Windhoek: Zebra Publishing

Wang, R. D. And Shaver, J. M. (2016). The Multifaceted Nature Of Competitive Response: Repositioning And New Product Launch As Joint Response To Competition. *Strategy Science*, 1(3): 148–162.

Wong, K. S. And Tong, C. (2021). The Mediating Effects Of Customer And Competitor Orientations On New Product Success

Yin, R., K., (2021). Case Study Research Design: Design And Methods (3rd Edition). Thousand Oaks California, Sage Publications.

APPENDICES

Appendix I

My name is Mudavanhu Chuma. I am student at Bindura University. I am conducting a research on **"an evaluation of new product launch process in market a case of Chibuku supper Banana launch in Harare ".** Please note this research is purely for academic purposes and shall not be used for any other purpose without the consent of the participants and / or officials concerned. The information generated will be treated as highly confidential always. I appreciate your willingness to help me in my research effort.

GENERAL INSTRUCTIONS

Kindly attempt all questions

SECTION A: DEMOGRAPHIC INFORMATION

Tick in the appropriate box or comment on the provided space.

DEMOGRAPHIC DATA

1. Gender Male ☐ Female ☐

2. Age 18-30 years ☐

31-40 years ☐

41-50 years ☐

51years and above ☐

3. Educational qualifications

☐ O level

☐ A level

☐ General Certificate

☐ Diploma

☐ Bachelor's Degree

☐ Master's degree

☐ Other (Specify)

4. Job Basis

☐ Permanent

☐ Part-time

☐ Fixed Contract

5. **Years of Employment**

☐ Less than 5 years

☐ 5-10 years

☐ 11-15 years

☐ Above 15 years

6. Position held

Manager ☐

General employee ☐

Trader ☐

Consumer ☐



APPENDIX 2

SECTION B

My name is Mudavanhu Chuma. I am student at Bindura University. I am conducting a research on **"an evaluation of new product launch process in market a case of Chibuku supper Banana launch in Harare ".** Please note this research is purely for academic purposes and shall not be used for any other purpose without the consent of the participants and / or officials concerned. The information generated will be treated as highly confidential always. I appreciate your willingness to help me in my research effort.

GENERAL INSTRUCTIONS

Kindly attempt all questions

Tick were appropriate

	agree	disagree	
Lack of enough launching resources was a stumbling block?			
Lack of channel enablement hindered effective launch of Chibuku banana flavour?			
Most managers lacked enough knowledge in launching a new product?			
Competition from other beverages was a stumbling block to effective launch process?			

There was dissatisfaction among the consumers on the new product			
difficult to attain legal product approval delayed the launch process			

Interview questions

1. Did you face any challenges during the Chibuku supper banana flavour?
2. what challenges did Delta Beverages face during the Chibuku supper banana flavour launch
3. What are the gaps that were noticed during the Chibuku supper banana flavour launch?
4. What are the elements to include to cover the various gaps to develop an effective product launch model?

Thank you for your cooperation