The Relationship between Market Share and New Product Launch in FMCG

Mmenyana Ranku

2853152

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ABSTRACT

Research has shown that firms within the fast-moving consumer goods (FMCG) sector are innovating and launching new products to sustain and enhance market share. For innovation to be successfully launched and supported, however, resources – especially financial resources – are required. This research aimed to establish the relationship between market share and new product launches. Do firms achieve higher market share through new product launches, or is it those firms with an already strong market share that are best positioned to undertake and leverage from innovation?

The research was designed as a causal study. Data from four sub-categories within the Personal Care sector in South Africa over a period of five years were obtained from Datamonitor. The unit of analysis was firm per market, and descriptive statistics were used to analyse patterns of market share and new product launches as variables per firm.

The results indicated that market share precedes new product launches. In all categories, it was the three existing market leaders that were launching new products, and the market share of each was increasing or at least holding stable. Market leaders are driving innovation within FMCG. However the findings also underlined new product development as a key factor in a firm's ability to hold or improve market share. The findings of this research contribute to the literature by enhancing understanding of the practice of innovation as a competitive advantage for businesses within FMCG in survival, sector leadership and attainment of strategic goals.

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DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research

..... 11th November 2009

Mmenyana Ranku

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Table of Contents

LIST OF TABLES

LIST OF FIGURES

1. Introduction and Problem Definition

1.1. Introduction

The personal care industry plays an important role in the lives of South Africans. It contributes towards self-image and personal confidence, but innovation and new product launches also stimulate consumer interest in the market (Euromonitor, 2009) by presenting new trends and ways to keep up with these. As a result, many businesses pay significant attention to this sector. The market size is attractive, and shows an average of 16% year-on-year growth (Datamonitor, 2008). The market is dominated by global giants with a smaller number of local players (Euromonitor, 2009). Global giants have ample resources to provide marketing and R&D support for both current products and new launches, so that the local market segment needs to call heavily on resources to remain relevant and competitive.

Little is known about the innovative behaviour of firms in South Africa. The country's rate of increase in R&D expenditure is not aligned with its rate of national economic growth (Oerlemans & Pretorius, 2006, citing Blankley & Kahn, 2005), consequently there is a gap between market needs and what the country can offer. This represents a competitive disadvantage in a global economy. A country can only compete effectively if it continues both to grow its economy and to innovate to match or improve upon international practice.

The personal care segment in South Africa is dominated by multinationals, with only a few competitive local players. The resources devoted to R&D by South

African firms are often too small either to maintain the R&D infrastructure or to sustain and complete innovation development processes. Such a low R&D effort barely impacts on innovation outcomes (Oerlemans & Pretorius, 2006). Oerlemans & Pretorius, (2006) further point out that workforce education levels influence innovation outcomes, and in this respect too South Africa lags, creating a further obstacle for SA firms. Skills levels are low among many sectors of employees in South Africa. Foreign-owned firms are able to draw on a stronger skills base, generate more significant innovation outcomes. There are however a number of SA firms that have not only survived but are market leaders in some segments within the FMCG industry.

A review of the literature confirms that a firm needs adequate resources, skills and capacities to successfully innovate and compete (Capitanio, *et al*., 2009 citing Grunert et al., 1997, Traill and Meulenberg, 2002). The literature also makes it clear that a firm needs to innovate in order to achieve effective market share. This latter features in every firm's objectives: to achieve an adequate market share for profitability and to progress towards market domination.

Since the majority of market leaders in South Africa are multinationals, they have the advantage of parent companies located in the UK, the US or other developed markets, where skills and resources are greater. This linkage with a parent company offers access to financial and knowledge resources – implicitly, technology is imported (Oerlemans & Pretorius, 2006; Rogers, 2004). This can pose a threat to these international companies, because it makes timelines longer (Wong, 2000) and innovation processes longer (Roger, 2004)

Globalisation has placed much pressure on firms to become internationally competitive. "This is particularly true in the new competitive landscape in which increased global competition in many markets has placed more emphasis and importance on innovation as a means to develop and maintain competitive advantages," Hine and Ryan (1999) citing Hitt *et al* (1997).

How market share leaders achieve the position of market dominance is an important research topic in both marketing and macroeconomics. This is because market share leadership generally confers at least the potential for superior profitability on the firm, as well as the expectation of continued organizational strength (Cahill, 1996). On the other hand, Rodriguez-Pinto, Gutierrez-Cillan and Rodriguez-Escudero, 2007 all state that both pioneering firms and those entering the market on the back of a full scale launch achieve advantages in terms of competitive position. This variable mediates the relationship of order and scale to profitability.

Large and small-to-medium sized firms constantly launch new products onto the market, either to stay competitive or to gain market entry. Types of launch can range from radical innovations and those designed to achieve new positioning, to semi-radical innovations, line extensions, and follower products. However, there is a high failure rate among new products developed in this context. A significant amount of investment is also required to enable new launches to succeed, and ideally this should come from profits. This researcher would like to establish whether it is the existing market share of firms that leads to new

product launches (i.e. when a company has significant market share, it launches more new products) or whether it is the launching of new products that leads to the achievment of significant market share (i.e. if a firm launches new products, it wins a greater market share). It is widely acknowledged that market leaders need to be innovative to stay ahead of the game. It is equally widely acknowledged that an unknown firm can enter the market with a radical innovation and take market share away from the market leaders. This research aims to shed some light on the sequence of influence between market share and new product launches.

Do firms acquire market share through being pioneers, and start innovating (NPD) later?

Pioneers establish a relationship with the market which makes it difficult for late entrants to access that market. The pioneer become the standard in its category and shifts the mindset of consumers to the advantage of its attributes. This helps make pioneers profitable, and as a result they generate sufficient capital to support the resources and skills they need to continue innovating (Cahill,1996).

A key component in the success of firms is the extent of their innovativeness (Hult, Hurley, Knight, 2004). Cahill, (1996) further states that the best defence for a market leader is to innovate more and improve the product to meet market needs rather than allow competitors to come in and exploit its weaknesses.

Roger (2004) adds that firms with high market share turn to innovation more, while higher industry concentration tends to reduce innovation.

Do companies launch new products to gain entry into a specific market, and gain market share at a later stage?

Market structure affects innovation. High market share may boost the incentives to innovation to such an extent that even firms not previously competing within that market will see it as attractive and start to identify gaps left by the market leaders. It is also probable that innovation affects market structure, because highly innovative firms come to dominate a market (Rogers, 2004) when the products they launch are well supported and become successful.

Market structure (including market share) has an important role to play in understanding innovation (including new product launches). Market structure is often substituted by concentration ratios, which pose research difficulties in a highly concentrated market; measures of market share and barriers to entry also become very difficult when concentration is high (Rogers, 2004).

Firm size also plays a role. Large firms are alleged to have an advantage in innovation (Rogers, 2004; Wagner and Hansen, 2005). The arguments for this are as follows:

- Large firms have adequate capital to fund innovation, and can also easily get loans from banks because of their reputation and rating. It can be difficult for other firms to get finance for innovation, either because the venture is high-risk, or because external parties might not understand the technical details (Rogers,2004). In addition, some investors are not willing to wait for the long period that may be necessary to realise the returns from an innovation.
- A larger volume of sales implies that the fixed costs of innovation can be spread over a larger sales base. This assumes that licensing methods are either not available or not effective, and is more relevant to process rather than product innovations (Rogers, 2004 citing Cohen and Klepper, 1996). Therefore a firm that has higher market share is able to spread the cost of innovation through its whole business. A new entrant will not have the advantage of this large, established sale base.
- Larger firms tend to have more knowledge and human capital skills than smaller firms because these resources are also created through substantial investment. A superior knowledge and skills base facilitates higher rates of innovation (Rogers, 2004). Innovation does not come cheap, but it can offer huge rewards if implemented correctly, at the right time and for the right market.

There are however, a number of other factors that suggest small firms may have innovative advantages of their own. Small firms may be faster at recognising opportunities. They may be more flexible in adjusting research plans or during the implementation phase of innovations. Small firms may also

find it easier to adjust employee incentives to stimulate optimal innovative effort, or create less rigid management structures that allow employees to devote time to innovation-related, rather than management-related tasks (Rogers, 2004).

Rogers, (2004) citing Tether (1998), points out that counting the number of innovations does not equate to measuring the value of innovations. Small firms might have more innovations per employee, but the average value of these innovations may be lower than the innovations of a larger firm.

Although there appears to be a strong link between firm size and innovation per se, some empirical research has suggested that small and large firms have different determinants of innovation (Rogers, 2004). Rogers, (2004) citing Acs and Audretsch (1988), found empirical support for this position using U.S. data on innovations. Using the same 1982 U.S. data-set of the number of innovations, but concentrating on 384 high R&D intensity firms, Rogers, (2004) citing Acs and Isberg (1991), found that for large firms innovations tend to be more equity-financed, while for small firms innovation appears to rely more heavily on debt (Rogers, 2004).

1.2. Determinants of Market Share

One of the most important benefits of a technology strategy process is a well-defined future pathway for R&D and engineering that can be communicated, understood and agreed to by all organizational stakeholders. This will ultimately translate into competitive advantage, which can improve the relative market position of the firm (Oerlemans, Rook and Pretorius, 2006 citing Twiss and

Goodridge, 1989; Dussauge et al., 1992, Stillman, 1997; Bone and Saxon, 2000). Firms with unique competitive advantages establish a unique relationship with customers and become the most-preferred products/ brands, and this in turn helps build a higher market share.

1.3. Determinants of New Product Launches

There are benefits from implementing a technology strategy process in an organization. These benefits are an increased ability to react more swiftly and effectively to changes in the organizational environment; a clearer focus on main technological competencies and knowledge (which could lead to better quality products); earlier product launches; increased revenue and profit; increased protection from sudden technological leaps and discontinuities; better focused investment; lower costs and new value creation (Oerlemans, Rook and Pretorius, 2006 citing Twiss and Goodridge, 1989; Dussauge et al., 1992, Stillman, 1997; Bone and Saxon, 2000). Efficient processes, adequate resources and the market itself all influence new product launches, enabling the organization to exploit the market.

This study attempts to establish the relationship between market share and NPD. Which comes first: new product launches or market share? Do firms innovate and gain market share as a consequence, or do they get market share which helps them to innovate later? Firms operating in the personal care segment in South Africa were investigated to determine the balance of evidence for whether firms develop new products on the back of established market share, or whether they launch new products and gain market share as a consequence.

1.4. Conclusion

It is evident that both market share and new product launches have been extensively researched separately, and this research has yielded valuable insights into their influences and determinants. However, the relationship between the two is under-researched. It is not clear what the effect of each is on the other, or whether the two can be related without considering other factors such as market dynamics and firm efficiencies.

This research will contribute towards understanding the strategies that underly marketing and innovation. What influences what, between market share and new product launch, is an important question for managers to answer when considering the strategic place of both marketing and innovation. The answers will assist managers to leverage their strengths: if new product launches influence market share, then players –especially market leaders – should monitor closely anyone – but especially new entrants/ challengers – launching new products. If market share influences product development, then competitors (challengers) should expect market leaders to innovate and launch new products more frequently, and adjust their own plans accordingly. Market strategists can use the results of such research as one element in planning their future innovations and marketing.

This research uses information from Datamonitor (a public data collection firm) to understand how market share leaders behave in terms of new product launches. It also looks at firms that are involved in launching new products, and evaluates their market share over a period of 5 years. The study then uses data

from the personal care category for a more detailed analysis of the research question. Personal care is a sector of the FMCG market. Both the sector and the market are highly innovative and volatile and have a swift turnaround time. Market share can grow or decline within a short space of time and for this reason a five-year period will be adequate to reflect movements within this sector.

The structure of the report will be as follows:

Chapter Two provides a literature review of the topic and the conceptual framework used in this study, emphasising most heavily the effects that different concepts have on market share and innovation.

Chapter Three covers the research hypothesis and the framework that assisted the researcher in arriving at the hypothesis.

Chapter Four covers the research methodology employed and substantiates arguments on why certain methodologies were used and how they fit with the research.

Chapters Five and Six cover the results from the data and discuss the observations, providing analysis of the outcomes and conclusions.

Chapter Seven covers the findings and their relevance to businesses, and makes recommendations for future research.

2. Literature Review and Conceptual Framework

2.1. The NPD (New Product Development) concept

New product development and new business development are the types of innovation most commonly dealt with in marketing research. In this context, this paper will use the term innovation to refer to new product development (Iyer, *et.al*. 2006). Product innovation refers to any product, service or idea that is seen by users as new (Avermaete, 2003). It is possible that what might be perceived as innovation by one person, might not be perceived as such by another (Avermaete, 2003 citing Johannessen *et al,* 2001). “Innovation is about creating ideas to add value” (O’Regan, 2005 citing Linder *et al*., 2003) – hence the concept does contain subjective elements.

The terms “innovation” and “new development” have often been used interchangeably in marketing literature, without deep understanding of the two concepts. The key difference is that the term “innovation” describes a much broader sphere of development (Iyer, et al, 2006). Innovation may be in any form: in technology or in management (Iyer, et al, 2006); in products, processes or the way the organisation operates. Innovation can be radical or incremental (Avermaete, Viane, Morgan & Crawford, 2003). Technological innovations can be product or process changes, while management innovations can refer to the core business model of the firm, its strategy, leadership styles, or organizational culture, to name only a few of the changes the term might cover (Iyer, *et.al*. 2006). Hine Ryan (1999) citing OECD (1992) and the Australian Bureau of

Statistics, stated that innovation can be broadly summarised under three categories. He identified these as follows:

1) Product innovation (major and incremental). A product innovation has been implemented if it has been introduced on to the market.

2) Process innovation (technological). Technological innovations comprise new products and processes and significant technological changes in products and processes. A process innovation has been implemented if it has been used within a production process .

3) Process innovation (non-technological). Non-technological innovations relate to management practices and processes – changes that occur within organisations that are not directly attributable to products/services or production methods.

An organization can choose to innovate from a range of innovation types, depending on the firm's capabilities and the market. Zhang, Lim and Cao, (2004) citing Nord and Tucker, identified routine and radical innovation as the two types that most often occur during product development. Routine innovation is introducing something that is not very different to what the organisation is currently doing. O'Regan (2005) stated that firms which innovate only by modifying existing products are forced to play "catch-up" during turbulent operating times. Radical innovation is that which is quite new to an enterprise, and it introduces the business to new markets and forms of organisation.

Incremental innovation is the most prevalent innovation type within the FMCG category. "Incremental innovation" refers to product line extensions or adding modifications to existing platforms and products (Lyer, *et al,* 2006 citing Ali, 1994, Ali Kalawani & Kovenock, 1993), to exploit established designs, process and products (Zhang, Lim and Cao, 2004).

Incremental innovations are often developed in a short space of time, and made to ensure that firms satisfy the needs of the users (Iyer, *et al,* 2006 citing. Ali, 1994). Iyer, *et al* (2006) citing Banbury and Mitchell (1995). He examined the introduction of incremental innovations and found that continuous innovation as well as the frequency of incremental innovations contributed to a larger market share for firms. The introduction of incremental innovation (Iyer, et al, 2006), is critical for the long-term survival of firms.

Innovation has to be designed in such a way that the customers are able to afford it (Anderson & Markides, 2007). Two-thirds of South Africans are in the lowest-income category, and as a result they are very careful about what they spend their money on. Maslow's hierarchy of needs suggests that basic needs are usually satisfied first. South African consumers spend more than two-thirds of their income on food, and must pay for products such as soaps, shampoos (FMCG products) and telecommunications with whatever funds are left over (Anderson & Markides, 2007).

In a comparable economic context, India, for example, Procter and Gamble and Unilever PLC identified the primary need to adjust to customers' cash flows, and have been particularly effective in developing strategies to keep product prices low, offering micro-packs for items including shampoo, soaps, cigarettes and

food (Anderson & Markides, 2007). This assists in meeting customer needs and also assists firms in meeting their profit objectives. Although buying in small quantities or sachets was not the most economical way to purchase such goods, it did allow consumers to stay within their budgets while still meeting daily needs, (Anderson & Markides, 2007). In SA, customers are turning to buying in bulk during tough economic times (Euromonitor).

Fritz (1989) stated that product innovation contributes towards the success of an organisation, and introducing new products contributes towards building market share and increasing business performance, more especially when a market is stagnant or shrinking. Thus, as well as in developing markets, innovation becomes more important in tough economic times.

2.2. Influence of New Product Launches on Performance

The view that new products are helpful to the financial health of the firms that sponsor them has been both well argued and well tested by now (Sharma and Lacey, 2004). But to be successful these new products need to help organisations meet the changing needs of customers, since markets, technology and the competition spectrum are constantly changing, (Ledwith and O'Dwyer, 2008). Market orientation helps organisations to better satisfy their customers, which in turn improve the organization's performance. (Ledwith and O'Dwyer, 2008 citing Ramaseshan *et al*, 2002). Organisations that are resistant to change are always left behind. The pace at which the market moves has to

be matched by the pace at which organisations move through innovation. Much of the extant literature has indicated that developing new products is fundamental to sustained financial health for profit-oriented firms (Sharma and Lacey, 2004), provided these products are successful. Innovation contributes to the long-term performance of a business (Pauwels, Silva-Risso and Hanssens, 2004).

Globally, the success rate of new products has been low (Ledwith and O'Dwyer, 2008 citing Bogue and Delahunty, 1999), despite the strong correlation between new product success and a company's health (Ledwith and O'Dwyer, 2008 citing Shephered and Ahmed, 2000). When they are first introduced, innovative new products face limited direct competition and, as a result, allow relatively high profits to sponsoring firms (Sharma and Lacey, 2004 citing Schumpeter, 1934) and build trust and loyalty from customers. The late entrants always lag behind the pioneer.

Studies have been able to find and confirm a number of key project success drivers in successful innovation projects. These include understanding user needs, effective internal and external communication, attention to marketing, efficiency of development, and the authority of R&D managers, amongst others (Terwiesch, Loch and Niederkofler, 1998, Pattikawa, Verwaal and Commandeur, 2006).

Peter Drucker established that every organisation needs one core competency: innovation (Yeh-Yun Lin and Yi-Ching Chen, 2007 citing Gaynor, 2002;McDermott and Sexton, 1998). Innovation pressures apply to large companies as well as small and medium-sized enterprises (Yeh-Yun Lin and Yi-Ching Chen, 2007 citing Vrakking and Cozijnsen, 1997); it is the holding factor of organizations. Yeh-Yun Lin and Yi-Ching Chen, 2007, stated that innovation does not necessarily result in better sales for a company. This depends on the type of innovation implemented. Innovation aimed at making the company efficient will not necessarily result in better sales – for example, changes that make the working conditions of employees better and safer have no influence on the sales of the product, but do improve operational efficiency.

Innovation does not come easily; it is not a fantasy that can be dreamed into existence but a reality based on solid effort. The key holding factor for successful innovation is a system-wide dedication to hard, focused, and purposeful work within the organisation. And this, in turn, requires thorough administrative innovation (Yeh-Yun Lin and Yi-Ching Chen, 2007).

The literature on the internal factors affecting innovation has mostly focused on firm size, entrepreneurial know-how, firm experience and managerial approaches and attitudes towards innovation. Externally, the research has mostly focused on market size, demand growth and incentives to innovate (Capitanio, Coppol and Pascucci, 2009). Market leaders might have higher incentives than their smaller competitors. The total profitability of a business can affect both the impact of innovation costs and the amount of investment in process innovation. But since new buyers can be captured through innovation,

market share and profit can be increased(Capitanio, *et al*., 2009, citing Omta *et al.,* 2001).

The more marketing resources a firm invests in the development and launch of a new product, the higher its probability of success (Ledwith and O'Dwyer, 2008 citing Debruyne *et al*, 2002). Firms like Unilever and Procter and Gamble invest heavily behind each innovation to make it successful. However, although the influence of a company's market-oriented culture is usually restricted to the launch phase of the NPD process, its effect was found to be critical at the product development stage too, contributing to both superior new product performance and organisational performance (Ledwith and O'Dwyer, 2008 citing Langerak *et al*, 2004). Market orientation, as well as having a direct impact on organisational performance, also affects new product development activities (Ledwith and O'Dwyer, 2008). Customer orientation also has an effect on new product development – in particular, on new product ideas and launches and process innovation (Laforet 2007).

The retailing climate is also significant. The power of retailers is now placing greater pressure on manufacturers' margins and when manufactures are unable to meet the specific quality demands of large retailers, they may be unable to achieve adequate distribution levels for their products (Gehlhar, Regmi, Stefanou and Zoumas, 2009). Retailers are now managing far more carefully how long products stay on their shelves, and the stocking of products regarded as "dogs" is discontinued. This can sour the relationship between the retailer and the manufacturer of that particular slow-moving product. It will harder for

that manufacturer to take new products to the retailer in future; their goods have lost credibility.

Firms need to be able to create ever more superior products, an outcome likely to increase their market share and other performance outcomes, particularly when compared to producers with less well-developed innovative practices (Toma, Hult, Hruley and Knight, 2002). For this reason, firms are beginning to invest more funds in institutions devoted to research and development.

Sharma and Lacey, (2004) showed that the number of innovations produced by firms has a positive effect on their operating profit margins. The researchers demonstrated that although the effect on firm profits of specific innovations was only modest in size (due to some unsuccessful innovations), innovative firms in general were more profitable than non-innovative firms. Innovative firms sustain superior profitability, and, measuring return on assets, innovative propensity influences the extent to which abnormal profit outcomes persist over time (Sharma and Lacey, 2004 citing Roberts, 1993). Studies have made the implicit assumption that the positive profit impact of specific innovations is temporary at best, and that profits from particular product innovations are trivial, as these soon get squeezed by competitors and imitators alike (Sharma and Lacey, 2004). But if innovation were unprofitable in the long run, new products would create financial burdens rather than financial rewards for firms (Sharma and Lacey, 2004) and the firms would stop innovating.

2.3. Factors Impacting New Product Launches in an Emerging Market

Rooks, Oerlemans, Buys and Pretorius (2005) stated that industrial firms in South Africa spend less on R&D for technological innovation than many of their counterparts in Europe, to achieve the same output. This was attributed to the fact that South African firms are inclined to form foreign partnerships, whereas fewer EU firms have these kind of partnerships. This implies that South African firms import most of their technological knowledge from other countries to achieve their short- and medium-term goals, (the exception being when the partnership is with a sister company).

Anderson & Markides (2007), stated that in developing markets innovation is based on four factors: affordability, acceptability, availability and awareness.

Affordability is the degree to which a company's goods or services are affordable for consumers at the low end of the market. This factor is fundamental to reaching the "new who": customers who are currently non-consuming or under- consuming because of their low incomes (Anderson & Markides, 2007). This can be done through innovation which creates more affordable products.

Acceptability is the extent to which consumers and others in the value chain are willing to consume, distribute or sell a particular product or service. In markets where consumers have limited resources, the most successful strategic innovators create products and services that are adapted to the unique needs of those customers and/or distributors. Companies need to respond to unique

needs and requirements that are specific to local consumers (Anderson & Markides, 2007).

Availability is the extent to which customers are able to acquire and use a product or service. Strategic innovators are resourceful about distributing or delivering products and services to the most isolated communities (Anderson & Markides, 2007). It becomes important for firms to be innovative in modes of distribution and not rely simply on traditional distributors or distribution chains.

Awareness is what consumers know about the products or services that are being marketed. Companies must make an effort to reach consumers through alternative and relevant modes and methods, (Anderson & Markides, 2007). Innovation without adequate marketing investment is doomed for failure.

2.4. Market Share Concept

Market share is a firm's sales in relation to total industry sales (O'Regan, 2002). Increased market share can be equated with success, whereas decreased market share demonstrates ineffective or negative action or lack of action by a firm, and is usually equated with failure (O'Regan, 2002).

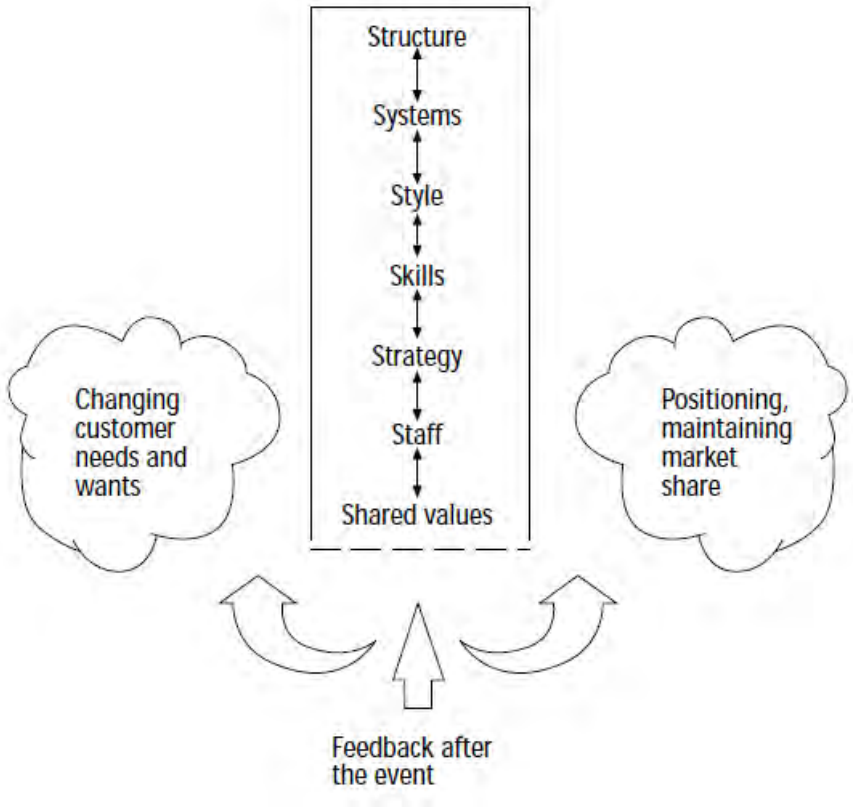
Different organisations use different types of criteria to assess performance levels. Zhang, *et al* (2004) stated that projects are assessed according to company-focused criteria which include percentage share of a defined target market and the degree to which the product's sales and profits impacted on the

firm. Market share or profitability are likewise used to evaluate company performance.

Zairi (1995) suggested that most innovations tend to occur within a continuous innovation framework where the rules of the game are not changed and other associated changes embarked on are gradual. As a result, market share and positions in the marketplace also undergo gradual change.

Figure 1 depicts how firms need to employ strategies to exploit customer and market needs so that their market share is maintained, if not increased. Maintaining market share and ensuring that a business has clear positioning in customer's minds needs a commitment that is reinforced by the firm's internal strategies, behaviour and attitudes. Laforet, (2006) added the notion that promoting a corporate culture, creating structures that allow the effective use of systems and technology, and analysing competitors, best enables an organisation to exploit opportunities.

Figure 1- Continuous Innovation ("business as usual")



Source: Zairi (1995).

2.5. Influence of Market Share on NPD

The survival of a manufacturer's brand depends increasingly on being a leader. Firms with market leader status tend to derive profitability from their capability to achieve economies of scale as well as from their established branding (O'Regan, 2002 citing Armstrong and Collopy, 1996;Buzzell *et al*, 1975). It is then expected of market leaders to have the capability of investing a lot more into their products and brands. Leadership is maintained when firms are able to differentiate their product offering from that of competitors. Maintaining

leadership requires not only branding power but also innovative products (Gehlhar, *et.al* 2009).

Careful long-term strategic planning is critical for branded manufacturers in an environment where sustaining superior returns and maintaining leadership becomes more challenging (Gehlhar, *et.al* 2009). Branded manufacturers face the dilemma of responding to changing consumer demands while bearing the risk of innovation alongside maintaining their responsibility to their image and reputation (Gehlhar, *et.al* 2009). Brands and products must evolve and still remain relevant to their core customers, while at the same time having the power to attract new buyers. New products serve as a means of differentiating products from competitors' while remaining relevant to customers, thus aiding a firm in attaining product category leadership. While category leadership is important for achieving higher margins, a company's brand image alone is no longer sufficient to sustain competitiveness in an environment of fast-moving retail giants (Gehlhar, *et.al* 2009). Alongside product differentiation, product quality become the core deciding factor in many categories.

The risks and costs of developing and launching new brands have been well documented (Hoek, Kearns and Wilkinson, 2003 citing Brown, 1985; Tauber, 1988). The findings of this research make it unsurprising that many managers develop line extensions rather than completely new brands (Hoek, Kearns and Wilkinson, 2003), because it is much safer: the product and brand are already developed in the market. Durable market leaders tend to have been early entrants into their categories, if not first entrant (Cahill, 1999). Pioneers have a

central role in consumers' preference formation in the category: the pioneer becomes the prototype for other brands in the category, and this protects a pioneer from late entrants (Cahill, 1999).

Market share leadership generally conveys at least the notion of superior profitability for the firm as well as the expectation of continued organizational strength in years to come (Cahill, 1999). The best defence for a pioneer is to keep innovating, to improve the product itself in order to leave as little room in the market as possible for later entrants (Cahill, 1999). Pioneers can defend themselves by cannibalizing their own products and thus prevent late entrants from taking the market through an "imitate and improve" strategy (Cahill, 1999).

2.6. Effects of Company Size on Market Share and Performance

There is much discussion in the literature about the effects of company size on new product launches and market share, but there are few conclusive findings. Large companies have an advantage over small companies because of the financial resources which assist them with innovation (Laforet, 2007 citing Schumpeter, 1994). Large companies are better equipped than small companies to access key resources and would be able to take on more radical innovations, which often require additional funds for technical work and capital investment for plant and equipment, as well as marketing and promotions, (Laforet, 2007 citing Ettlies and Rubenstein, 1987). Although large companies have sufficient resources and knowledge (Gopalakrishnan and Bierly, 2006) for investing in innovation, they suffer from a variety of constraints that may make

them less innovative. For example, larger firms tend to create corporate bureaucracies inhospitable to a creative company climate (Laforet, 2007 citing Kamien and Schwartz, 1975), and tend to be less flexible than smaller firms (Laforet , 2007 citing Cohen and Klepper, 1996).

Company size has a marked effect on process innovation (Laforet 2007). Medium-sized companies have been found to invest, substitute and update machinery and equipment more than small companies (Laforet, 2007). 'Defenders' (existing market leaders) invest more in machinery than 'prospectors' (companies seeking market openings) (Laforet, 2007). Defenders emphasize process innovation and tend to be competitor- or environment/technology-led, while medium-sized prospectors are more customer-focused (Laforet,2007).

Yeh-Yun Lin and Yi-Ching Chen, 2007 found that firm size is a strong antecedent of company sales. SME's with overseas investment perform better in terms of sales. Competing in an international arena challenges the company to become more innovative, because it is the key to staying competitive. However, it is a daunting task for some SME's because it requires adequate manpower, financial resources and language ability as well as an international perspective.

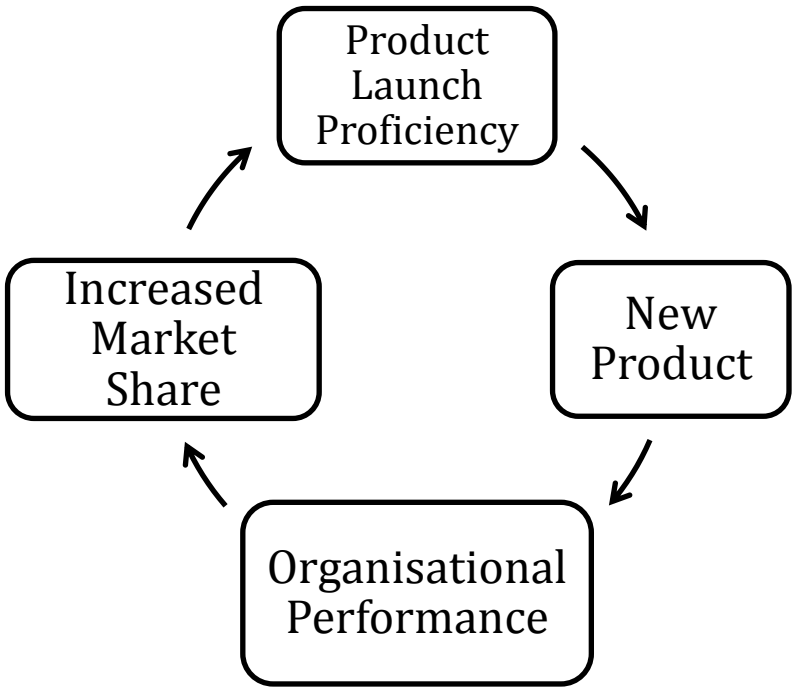
Firms that have recognised their specialised resources will likely shift from one product to another as the market changes, and are more likely to respond to

these changes successfully. They are able to take on the risks of new products which, if successful, face a smaller threat from imitation because these products are supported by strategic resources (Gehlhar, *et.al* 2009). A firm therefore needs to make strategic decisions based on its inventory of specific skills, technologies, and natural resources – and exploit them.

Large firms gain higher market share and report higher levels of financial success (Ledwith and O'Dwyer, 2008) because of their ability to invest more strongly behind their products and brands. The resources needed to support these products are quite extensive: all the marketing, R&D, supply chain, finance and other functions that are imperative for operating a successful business.

Organisational performance is linked to new product performance in both small and large firms (Ledwith and O'Dwyer, 2008). In small firms, the product launch is a critical activity impacting new product success and organisational performance. At the same time, small firms have been found to be less proficient than large firms in launching new products. (Ledwith and O'Dwyer, 2008). Figure 2 summarises how interdependent the strategic activities are.

Figure 2: Organizational Performance Cycle



Source: Adapted from Ledwith and O'Dwyer (2008).

The difference between small and large firms has been summarised as follows (Ledwith and O'Dwyer, 2008):

- Small firms perform less well than large firms in terms of organisational performance, new product performance, and product launch proficiency
- Market orientation (comprising inter-functional coordination, customer orientation and competitor orientation) is significantly linked to new product success in small – but not in large – firms

- Proficiency in market testing and launch budgeting are linked with organisational and new product performance in small but not in large firms

Two broad categories of argument have been used to explain first-mover advantages. On the one hand, there are advantages related to the creation of barriers to entry such as the pre-emption of scarce assets (Rodríguez-Pinto, Gutiérrez-Cillian and Rodríguez-Escudero, 2007, citing Lieberman and Montgomery, 1988; Kerin *et al*, 1992). It becomes more difficult for followers to enter the market because bridges and relationships have already been built by the pioneer. There are also several aspects of buyer behaviour that may favour pioneering brands or products. Some scholars have highlighted the disadvantages that first-movers can suffer when late entrants are able to 'free ride' on their investments, or when technological uncertainty is too high (Rodríguez-Pinto, Gutiérrez-Cillian and Rodríguez-Escudero, 2007 citing Golder and Tellis, 1993; Schnaars, 1994). However, the advantages of being a first mover exceed the disadvantages.

2.7. Pioneer Concept

Pioneering brands are more easily recognised, and thus have more possibility of being retrieved to form part of the consumer's evoked set, and consequently to be chosen over follower brands (Rodríguez-Pinto, Gutiérrez-Cillian and Rodríguez-Escudero, 2007 citing Kardes and Kalyanaram, 1992; Karde *et al*., 1993; Alpert and Kamins, 1994, 1995). An example of this is that in the lower segment of the South African market every toothpaste is referred to as

'Colgate', and every green bar soap is referred to as 'Sunlight' – whatever the actual brand intended. Pioneer brands might benefit from a favourable global reputation (Rodríguez-Pinto, Gutiérrez-Cillian and Rodríguez-Escudero, 2007 citing Alpert and Kamins, 1994) as the product become more available globally. The advantages and disadvantages of being a pioneer have been summarised by Cohen (2006), as follows:

Summary of pioneer advantages and disadvantages (relative to later entrants) (Cohen, 2006).

- Secure leadership position in technology development with resulting productivity gains
- Maximisation of economic rent by initially selling at prices in excess of the equilibrium price
- Preventing rivals from entering market/ acquiring performance-related assets
- Pre-empting rivals from acquiring performance-related assets
- Creating "brand loyalty" through incentives to buy and costs of switching
- Securing prime position in consumer memory
- Influencing consumer's ideal qualities for an emerging product category
- Net tendency: long term demand and market share advantages

Pioneer Disadvantages (Cohen, 2006).

- Higher costs of capital (technology) for any given level of quality: can lead to incumbent inertia
- Higher internal investment risks due to technological and market uncertainties
- Subjection to potential competition from firms with more potent resources or capabilities
- Followers free-riding on information and market-building efforts of pioneer
- Net tendency: long term cost disadvantage; long-term profit disadvantage

From the above outline of pioneer advantages and disadvantages, the advantages seem to outweigh the disadvantages. However, it is important that pioneers put plans together to mitigate the risks associated with the disadvantages. Pioneer advantages assist such firms to obtain and sustain higher market shares only if they continue to be pioneers. After all, market leadership does not come cheap and easy.

Consumers are frequently faced with product choices where some of the key attributes or features of the product are difficult to evaluate. On these occasions, it is not unusual for individuals to try to simplify the decision-making process by applying simple heuristic rules, such as rating certain brands as superior simply because it is a pioneer brand. In addition, if a product is satisfactory, a rational consumer tends to be loyal rather than to risk trying other

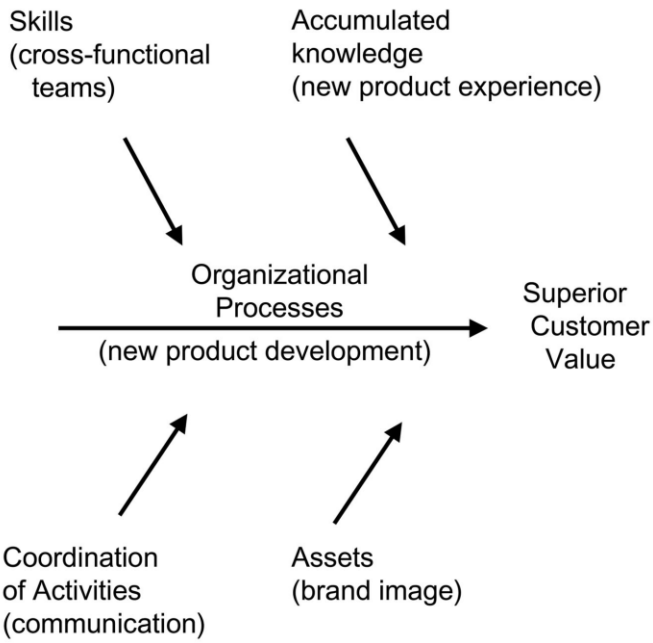
brands (Rodríguez-Pinto, Gutiérrez-Cillian and Rodríguez-Escudero, 2007). This is more so in the lower segments of the market, which is risk-averse about new products. These customers cannot afford to replace the product immediately if it is unsatisfactory, and so the risk of a poor choice becomes too high. The SA market contains more of these risk-averse, low-income customers and as a result brand loyalty is high (Euromonitor)

The most spacious area for innovation is at the bottom of the company size distribution graph, because new small firms are continuously entering the market with new ideas for new products and processes (Jong and Marsili, 2005 citing Audretsch, 1995). There is a high turnover of such firms: often they are short-lived, exiting the market within few years of their entry (Jong and Marsili, 2005 citing Caves, 1998). However, those new firms that innovate successfully increase their chances of survival (Jong and Marsili, 2005 citing Cefis and Marsili, 2005) and growth (Jong and Marsili, 2005 citing de Jong et al.,2004). The new small firms that survive contribute significantly to economic growth (Jong and Marsili, 2005 citing Foster et al. , 1998).

Organizations need to establish their capabilities in building superior customer value and become the most-preferred within their competitive set. These capabilities include having the right skills to contribute towards the business's performance, accumulating knowledge and using it to exploit new product requirements, and co-ordinating activities and strong brands which become assets and differentiate the firm from its competition. This process assists with

new product development that can result in significant profits. Figure 3 below depicts such a process.

Figure 3: Components of organizational capabilities



Source: Cravens, Piercy and Prentice (2000)

3. Research Framework and Hypothesis

3.1. Conceptual Framework

Firms need extra resources to launch new products. High investment is required for successful innovation, and as a result firms that have a high market share are better able to launch new products.

There is a low level of successful launches because of this need for resources to carry innovation through to profitability. While an innovation is still in its launch phase, extra resources and increased investment are required. Firms that do not have sufficient resources to sustain these needs cannot survive.

3.2. Research Hypothesis 1

Higher Market Share Leads to New Product Launches

Firms that are not innovative do not survive in the long term. Even market leaders need to continue innovating to sustain their lead. Times change, and consumers' needs and behaviours also change, so innovation is vital to keep up with trends.

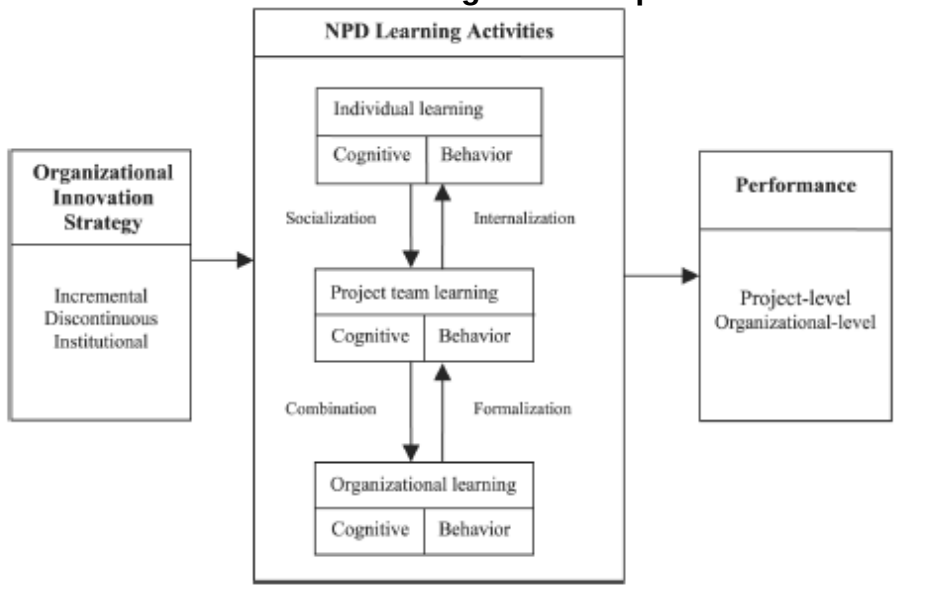
3.3. Research Hypothesis 2

New Product Launches Lead to Higher Market Share

A firm that is not innovative tends to become irrelevant and lose touch with its consumers. The reverse is also true: firms that are innovative tend to be preferred by consumers and will gain market share in the long run.

According to Nelson & Winter (1982) cited by Reichstein & Dahl, 2004, firm growth is related to the ability to innovate. Innovative activities are generally important to the success of any industrial firm. Accordingly, managers are advised to improve the innovativeness of their businesses in their efforts to achive improved performance (Hult, Hurley, Knight, 2004). Figure 4 depicts how NPD can lead to higher market performance. It is important to note that there are activities that must be conducted to ensure that performance levels are reached.

Figure 4: Innovation-driven learning in NPD & performance



Source: Zhang, Lim and Cao (2004).

3.4. Conclusion

The two hypotheses compete. The findings of the literature review strongly suggested that higher market share leads to new product launches (Capitanio, *et al*., 2009 citing Grunert et al., 1997, Traill and Meulenberg, 2002; Gehlhar, *et.al* 2009), but they also pointed clearly towards the conclusion that new product launches lead to improved market share (Capitanio, *et al*., (2009) citing Omta *et al.,* 2001; Ledwith and O'Dwyer, 2008).

From this, it is not clear which is the leading hypothesis. Thus the need for this study, in which the researcher will interrogate whether higher market share is the precursor of new product launches or whether new product launches lead to improved market share.

4. Research Methodology

4.1. Introduction

This chapter covers the methods and procedures followed in collecting and analyzing the data. It also provides the definitions of unit analysis, population, and sample methods and offers detailed discussion of how the data were collected and why such data collection methods were selected. The limitations of the research are outlined and discussed at the end of the chapter. A causal research design was chosen because it was identified as appropriate for dealing with the problem identified in Chapter 1, given time and resource constraints.

4.2. Research Design

The researcher selected a causal research design as most appropriate for identifying cause and effect relationships among variables when the research problem has already been narrowly defined (Zikmund, 2003). The research seeks to establish the relationship between market share and new product launch in an operational business. The causal question that the researcher aimed to answer is a sequential one: what comes first between market share and new product launch? The relationship that the research needed to untangle is that between market share and new product launch: which leads, which follows; which is cause, which, effect?

The first step was to check whether market share and new product launch information or data was available. There are a number of websites where data on FMCG can be purchased. The researcher examined both Euromonitor and Datamonitor. Euromitor was not selected as a major source because it contains no new product launch data. Consequently, Datamonitor was selected as the main source of secondary data. Secondary research data was used because it was available in a form suitable for the purposes of this research (Zikmund, 2003). The advantages of using secondary data are that it is less expensive than acquiring primary data and can usually be quickly accessed (Zikmund, 2003).

Datamonitor is a data collector available publicly at www.datamonitor.com. Below is their own service description:

> "The Datamonitor Group is a world-leading provider of premium global business information, delivering independent data, analysis and opinion across the Automotive, Consumer Markets, Energy & Utilities, Financial Services, Logistics & Express, Pharmaceutical & Healthcare, Retail, Technology and Telecoms industries" (www.datamonitor.com).

The second step was to assess the relevance and accuracy of the data. Datamonitor claims to be currently assisting over 6000 of the world's leading companies in making better strategic and operational decisions and has been awarded the prestigious Business Superbrands status. A company cannot apply to become a Business Superbrand - selection is based on a research process where a shortlist is created by industry experts serving on the independent and

voluntary Business Superbrands Council, and subsequently voted on by thousands of business professionals (www.datamonitor.com). At its core, a Superbrand must represent quality, reliability, and distinction. Datamonitor has been selected to be a part of this group of businesses since 2005 (www.datamonitor.com). Therefore, Datamonitor had adequate credibility and reputation to be a data source for this research work.

The personal care category was selected for use because of the researcher's familiarity with this category. Four sub-categories were used from ten in this category, as follows:

- Over The Counter (OTC) Healthcare
- Hair Care
- Skin Care
- Personal Hygiene

The categories above were chosen because they represent the top six sub-segments of personal care in terms of value share (**see table 1**).

Table 1: Personal Care Sub-segment Value Shares

Industry	Market	2002	2003	2004	2005	2006	2007	2008
Personal Care		100%	100%	100%	100%	100%	100%	100%
	OTC healthcare	23%	23%	23%	23%	23%	23%	23%
	Baby personal care	22%	21%	21%	20%	20%	19%	19%
	Fragrances	12%	13%	13%	13%	13%	13%	13%
	Personal hygiene	11%	11%	11%	11%	11%	11%	11%
	Skincare	7%	7%	7%	8%	8%	9%	9%
	Haircare	9%	8%	8%	8%	8%	8%	8%
	Feminine Care	3%	3%	3%	3%	3%	4%	4%
	Oral hygiene	7%	7%	6%	6%	6%	6%	5%
	Make-up	4%	4%	4%	4%	4%	4%	4%
	Male Toiletries	3%	3%	3%	3%	3%	3%	3%

Of the other categories, Baby Personal Care was not used because it is showing a decline in value share versus other sub-segments, and Fragrance was not used because the market is mostly driven by high-end products out of reach of the average South African consumer. Feminine Care, Oral Care, Make-up and Male Toiletries had become small contributors by 2008.

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4.3. Procedure followed

For **Market Share**, the following links were used to access personal care data Consumer Market/ Market Insight/Market Data Analytics/Personal Care.

The Personal Care category was selected and the sub-segments were selected individually as follows:

- OTC
- Hair
- Personal Hygiene
- Skin Care

South Africa was selected from the broader Middle East and Africa segment. The data type selected was ‘compare companies’ and ‘get data as brand shares’.

Market share for companies available on Datamonitor was collected from 2002-2008 and plotted.

For **Product Launch Analytics**, the following links were used to access personal care data: Consumer Market/ Product Insight/Product Launch Analytics/Personal Care.

The Personal Care category was selected and the following sub segments were selected individually:

- OTC
- Hair
- Personal Hygiene
- Skin Care

South Africa was selected from Middle East and Africa. The data type selected was ‘compare companies’.

Information published from 2004-2008 was selected and results were analysed by choosing 'launches over time'. The series selected was 'companies', and data 'show top 20 companies' because this contained rich data whereas 'others' would have provided thin data that could not either have been plotted with brand shares or correlated with market share and number of products launched, since these firms were not identified in the data. For the purpose of this research, data from identified and branded companies was used.

The analysis was run and results obtained.

Market leaders in the category were identified using an 80:20 principle. The Pareto principle (also known as the 80-20 rule, the law of the vital few, and the principle of factor scarcity) states that, for many events, roughly 80% of effects derives from 20% of the causes (www.80-20presentationrule.com/whatisrule), and this has also been supported by this research. This principle was used to determine which companies contributed 80% of the market share. This was done by using 2008 market shares and adding them cumulatively to get to the nearest 80% cumulative market share.

4.4. Unit of analysis, population and population size and sample selection

4.4.1 Unit of analysis

Zikmund, 2003, states that unit of analysis is a single element subject to the selection in the sample. In this research, the units of analysis were market shares and new product launches in units.

4.4.2 Population size

A population according to Zikmund, 2003, is any complete group of people, companies, hospitals, stores, college students, or the like that share some set of characteristics. The researcher uses this group to make inferences about the research.

In this research the population was the firms operating in the Personal Care segment, and subsequently the sub-segments OTC, Personal Hygiene, Hair Care, and Skincare.

The number of firms that had new product launches was 80, and the number of firms that had market shares was 90. Twenty-nine firms had both market share and new product launch data.

In summary, the number of companies that had data is as follows:

	OTC Health Care	Personal Hygiene	Skin Care	Hair Care	Total
Market Share	40	15	22	13	90
New Product Launch	20	20	20	20	80
Both (Market Share and New Product Launch)	8	5	11	8	31

4.4.3 Data collection

In direct data collection, respondents are involved by interacting with the interviewer. In an unobstructive method of data collection, the subjects do not actively participate (Zikmund,2003). It is very important that the data collection is as accurate and consistent as possible and errors are minimised.

Only secondary data available from Datamonitor was used, therefore the method was unobstructive. Datamonitor claims the following:

> "Our major databases are supported by dedicated teams and authoring tools. Sophisticated technology and techniques are used to collect our proprietary data, and all our staff are trained in best practice to ensure the integrity of our methodology. Datamonitor Group gives data that has been collected through transparent, traceable and auditable research methods".

The data from Datamonitor was extracted and processed as described in "Procedure Followed" above.

4.4.4 Data analysis

Analysis is the application of reasoning to understand and interpret the data that have been collected (Zikmund, 2003). Descriptive statistics were used to analyze the data. Descriptive statistics refers to the describing or summarising

of information about a population, and this application is used to describe the characteristics of a population sample (Albridght, Winston and Zappe, 2006)

The aim of analysing the data was to derive meaningful information from it by constructing appropriate summary measures, tables, and graphs. The purpose was to take the data as depicted in the appendix and present it in a format that would make sense to the reader (Albridght, *et al* 2006). The tools that are used most often for this purpose (as per Albridght*, et al*, 2006) are:

1) Graphs, including bar charts, pie charts, histograms, scatterplots, and time series graphs
2) Tables of summary measures (such as totals, averages) grouped by categories
3) Numerical summary measures such as counts, percentages, averages, and measures of variability

In this research, tables of measures were used to explain the total number of firms that make up 80% of the market share in each category. This was done by arranging the data in ascending order based on 2008 market share. The shares were then added cumulatively to the first 80%. Numerical data was used to categorise the data because only then could arithmetic be performed to output meaningful information (Albridght*, et al* 2006).

Frequency tables and histograms list the numbers of observations of some variables in various categories (Albridght*, et al* 2006). A histogram was used in this research to explain the number of market shares (in percentage) a firm had in a series of years (over 7 years). A line chart was used to represent number of launches and a bar chart was used to represent market shares.

Time series is a presentation with a variable on the vertical axis (here, market share on the left hand side and new product launches on the right hand side of the graph) (Albridght*, et al* 2006). Time series was used to categorise data because it is useful for tracking a variable over a period of time. According to Albridght*, et al* (2006), when a time series is examined, it is usually with the following questions in mind:

- Is there an observable trend?
- Is there a seasonal trend?

In this research the trend that was sought was any possible pattern, consistent across all different graphs, indicating a relationship between market share and product launches. Market shares and new product launches were tracked over the period 2002/3 – 2007/8 to observe their behaviour.

Market shares were plotted against products launched to evaluate the trend across all four sub-categories of personal care.

4.5. Assumptions

It was assumed that the data offered a true reflection of what is happening in the personal care market and that all significant players within the market were included as well as their activities in terms of new product launches.

4.6. Limitations

- The research only covered data that was available from Datamonitor. Datamonitor may not draw information from all areas that could contribute significant data on brand market share and product launches.
- The researcher had no control over data collection; there is therefore a possibility of inaccuracy.
- Data could have been biased by the research's limitation to the personal care category rather than the entire FMCG industry.
- Further, only four categories from personal care were selected, and not the entire personal care category
- Product launch data was limited to the top 20 companies only. Other companies with significant market share may be located in the lower cluster of product launches which was not displayed.

5. Results

5.1. Introduction

This chapter contains the statistical analysis done on the data collected by Datamonitor. It includes descriptive statistics presented in the form of tables to calculate cumulative market share for the top firms that contribute 80% of the market shares, and bar charts that tabulate market share and new product launch as variables, and years as an independent variable.

A table of market shares is used to analyse research hypothesis 1: higher market share leads to new product launches. To investigate this hypothesis, firms with higher market shares are specifically evaluated for new product launches.

Data on market share, new product development and time in years are employed to analyse research hypothesis 2: new product launches lead to higher market share. The raw data is presented at the end of the paper in an Appendix.

In this chapter, results and samples of the research are presented without detailing and explaining certain of the behaviours observed. Discussion of these aspects is contained in Chapter Six.

5.2. Descriptive Statistics

5.2.1. Research Hypothesis 1:

Higher Market Share Leads to New Product Launches

OTC Healthcare

The firms listed in **Table 2,** contribute 80% of the total market share in the OTC healthcare market. A total of nine branded firms and one from "other firms" contribute 80% of the market share out of 40 firms. A high proportion of market share is contributed by firms in the "other" category, suggesting that a significant number of small companies are housed within this category.

Table 2: OTC Healthcare Market Leaders

OTC HealthCare	2003	2004	2005	2006	2007	Cumulative Market Share
Other	24.5%	24.4%	24.1%	23.9%	23.9%	23.9%
Pharma Natura (Pty) Ltd	13.5%	13.7%	14.0%	14.2%	14.3%	38.2%
Weleda Group	9.7%	9.9%	10.1%	10.2%	10.3%	48.6%
Johnson & Johnson	1.6%	1.6%	1.5%	6.2%	5.4%	54.0%
Hyland's Inc	5.0%	5.1%	5.3%	5.4%	5.4%	59.4%
Tiger Brands Ltd	5.7%	5.6%	5.5%	5.5%	5.4%	64.8%
Group Laboratories SA	4.6%	4.6%	4.7%	4.7%	4.7%	69.5%
Reckitt Benckiser PLC	3.1%	3.1%	3.1%	4.7%	4.7%	74.2%
GlaxoSmithKline Plc	4.1%	4.1%	4.0%	4.0%	3.9%	78.1%
Novartis AG	3.4%	3.5%	3.5%	3.6%	3.6%	81.7%

The market leaders in OTC category have shown growth of between 5% (Pharma Natura) and 238% (Johnson & Johnson) per year between 2002-2008. The category "other" shows declines of 2% in market share, whereas branded

firms show an increase. Of the nine market leaders identified, only three firms had product launches within the specified period. This suggests that in the OTC category, higher market share does not necessarily lead to new product launches.

Personal Hygiene

The firms listed in **Table 3** contribute 80% of the total market share in the personal hygiene market. A total of four branded firms and one "other" firm contributes 80% of the market share out of 15 firms. Again, the high proportion of market share contributed by "other" firms implies a significant number of small companies housed under this category.

Table 3 - Personal Hygiene Market Leaders

Personal Hygiene	2002	2003	2004	2005	2006	2007	2008	Cumulative Market Share
Unilever	40.4%	40.4%	40.5%	40.5%	40.6%	40.7%	40.8%	40.8%
Colgate-Palmolive Company	18.7%	18.9%	19.1%	19.2%	19.5%	19.7%	19.8%	60.6%
Sara Lee Corporation	10.0%	10.1%	10.1%	10.1%	10.1%	10.1%	10.2%	70.7%
Other	10.4%	9.9%	9.3%	8.9%	8.2%	7.7%	7.1%	77.8%
Reckitt Benckiser PLC	5.7%	5.8%	5.9%	6.0%	6.0%	6.1%	6.2%	83.9%

The market leaders in the personal hygiene category have shown growth of between 2% (Sarah Lee) and 9% (Reckitt Benkiser) per year between 2002-2008. The category "other" shows a decline in market share, whereas branded firms show an increase. All four market leaders identified have had product

launches within the specified period: the market leaders are launching new products within the personal care category. Further discussion (Ch 6) will suggest that new product launches are also contributing towards the market leaders' position by either growing their market share or holding it constant.

Skincare

The firms listed in **Table 4** contribute 80% of the total market share in the skincare market. A total of seven branded firms and one "other" firm contribute 80% of the market share out of 22 firms. The high proportion of market share contributed by "other" firms again suggests that a significant number of small companies are housed within this category.

Table 4 - Skin Care Market Leaders

SkinCare	2002	2003	2004	2005	2006	2007	2008	Cumulative Market Share
Other	22.7%	21.8%	21.2%	20.5%	19.9%	19.1%	18.6%	18.6%
Unilever	16.1%	16.3%	16.4%	16.6%	16.6%	16.7%	16.8%	35.3%
Beiersdorf AG	10.8%	11.0%	11.3%	11.4%	11.6%	11.9%	12.1%	47.4%
L'Oreal S.A.	10.6%	10.8%	10.9%	11.1%	11.3%	11.5%	11.6%	59.1%
Johnson & Johnson	7.9%	8.0%	8.0%	8.2%	8.3%	8.5%	8.5%	67.5%
Procter & Gamble Company	4.9%	5.9%	6.0%	5.4%	5.6%	5.7%	5.9%	73.4%
IncoLabs (Pty) Ltd	5.9%	5.8%	5.7%	5.5%	5.4%	5.2%	5.1%	78.5%
Reckitt Benckiser PLC	3.9%	3.8%	3.7%	4.1%	4.1%	4.0%	4.0%	82.5%

The market leaders in the skincare category have shown growth of between 2% (Reckitt Benkiser) and 12% (Beiersdorf) per year between 2008-2008. The category "other" shows a decline in market share, whereas branded firms show an increase. Five market leaders out of seven identified have product launches

within the specified period. (Procter & Gamble and L'Oreal are the two which did not.) This indicates that the market leaders are launching new products within the skincare category. It may be suggested that the launch of new products is also contributing to market share: four of these five innovative market leaders are growing; only Incolabs is losing market share.

Hair Care

The firms listed in **Table 5** contribute 80% of the total market share in the hair care market. A total of four branded firms and one "other" firm contribute 80% of the market share out of 22 firms. The high proportion of market share contributed by "other" once more implies that a significant number of small companies are housed within this category.

Table 5 - Hair Care Market Leaders

Company	2002	2003	2004	2005	2006	2007	2008	Cumulative Market Share
Procter & Gamble Company	17%	29%	29%	29%	30%	30%	30%	30%
Other	21%	21%	21%	21%	20%	20%	20%	50%
L'Oreal S.A.	13%	13%	13%	13%	14%	14%	14%	64%
Unilever	13%	13%	13%	13%	13%	13%	13%	77%
Tiger Brands Ltd	9%	9%	9%	8%	8%	8%	8%	85%

The market leaders in the hair care category have shown growth of between 8%(L'Oreal) and 76% (Procter & Gamble) percent per year between 2002-2008. The category "other" and Tiger Brands both show decline in market share, whereas Unilever is constant and Procter & Gamble, as indicated, growing significantly. All four market leaders identified have product launches within the

specified period. This indicates that the market leaders in this segment are innovating, and this could have contributed towards the market share growth of three out of these four. Tiger Brands' market share, however, is declining.

5.2.2. Research Hypothesis 2
New Product Launches Lead to Higher Market Share

OTC Healthcare

The results in **Figure 5** below show that the number of products launched varies widely from firm to firm, within a range of zero to eighty.

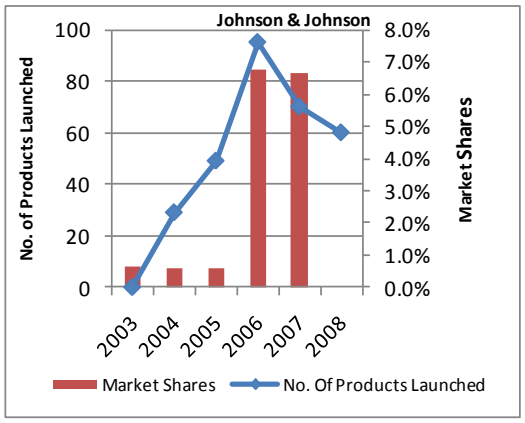
Johnson & Johnson is the only firm showing startling growth. It has managed to move from a market share of 1.0% in 2003 to a market share of 7.0% in 2008. The number of products launched has also increased significantly since 2003, within a range of 10 units to 80 units. The major increase in units launched between 2003 and 2005 was not matched by any change in market share – however, in 2006 market share increased significantly.

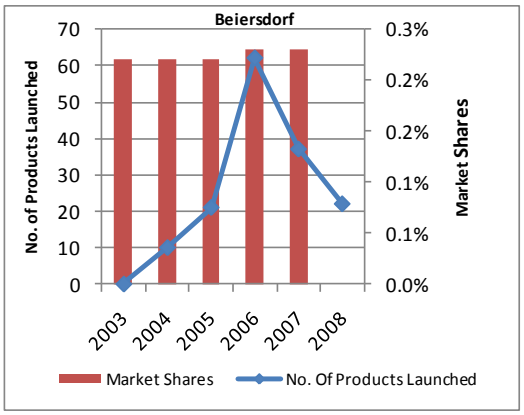
For Glaxosmithkline, Pfizer, Beiersdorf, Wyeth and Procter & Gamble, there has been no change in market share. Although more units have been launched, this has not affected the market share of these firms.

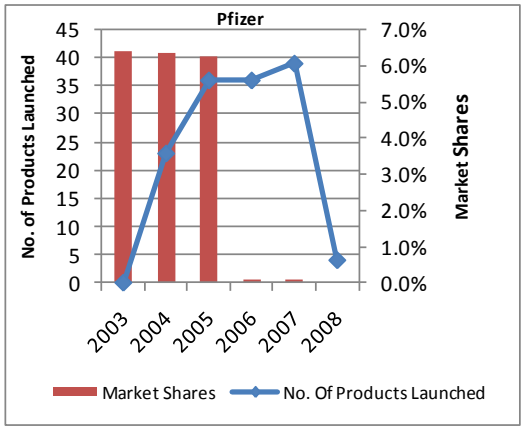
Reckitt Benckiser shows an incremental increase in market share between 2006 and 2007, but the number of products launched did not change significantly in the preceding years.

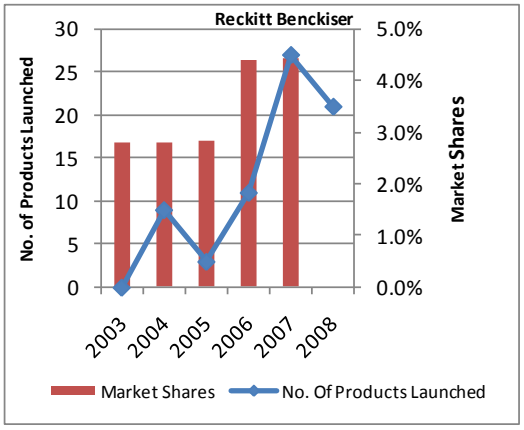
The pattern displayed by these firms is of a period of continuous product launches until a peak level, after which launches fall away.

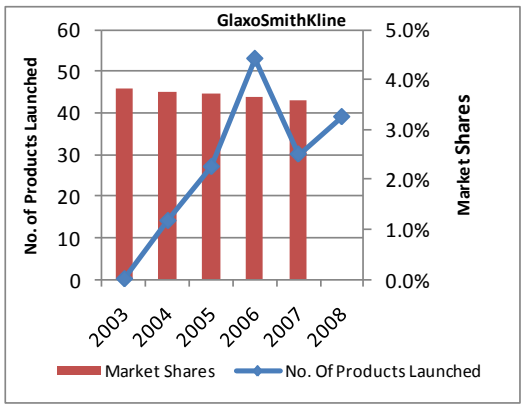
Figure 5 - OTC Healthcare Market Share and New Product Launches











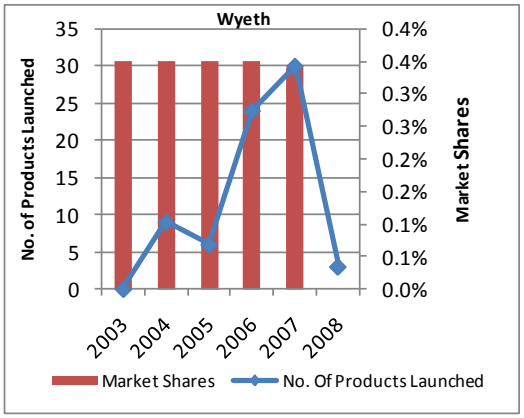
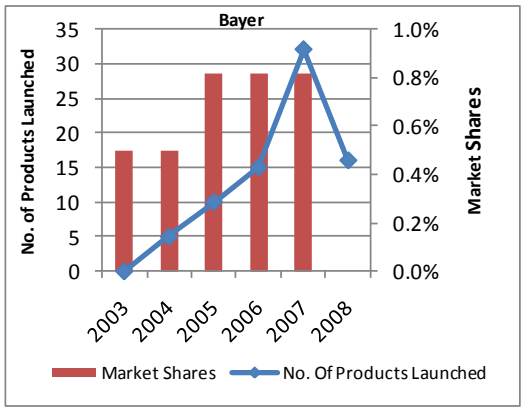
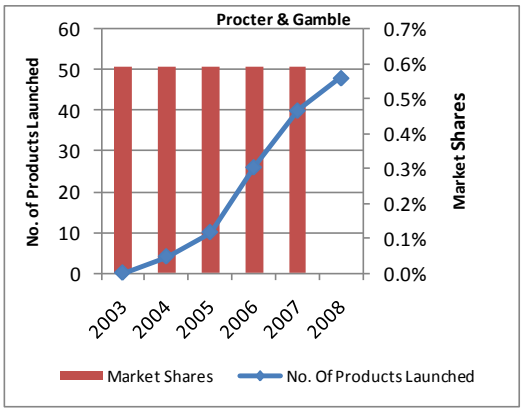


Figure 5- continued





Of the data surveyed in this segment, 40 companies had market share information, 20 had product launch information, and only eight companies had both market share and product launch information.

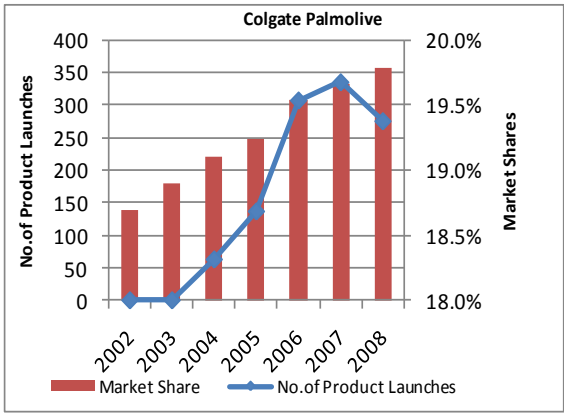
In this category new product launch does not appear to impact on market share. All the firms studied above launched new products, but their market share has not moved in any way that correlates consistently with product innovation.

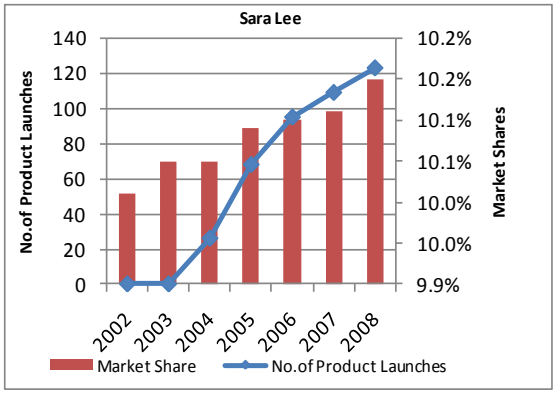
Personal Hygiene

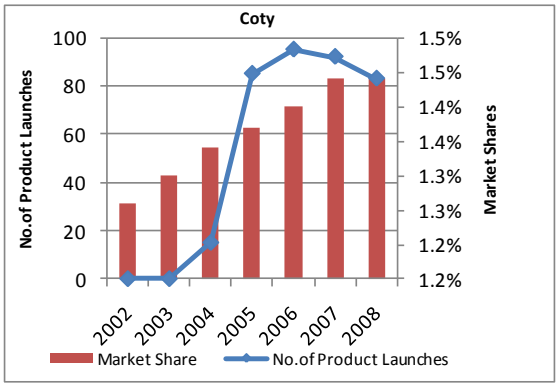
The results displayed in **Figure 6** below show that the number of products launched varies widely between firms. Colgate Palmolive, Reckitt Benckiser, Unilever and Sara Lee all display a similar pattern: a steady increase in product launches and an increase in market shares. The market leaders identified have increased their market share alongside new product launches since 2004. However, prior to that new product launches were insignificant, but market share grew nevertheless.

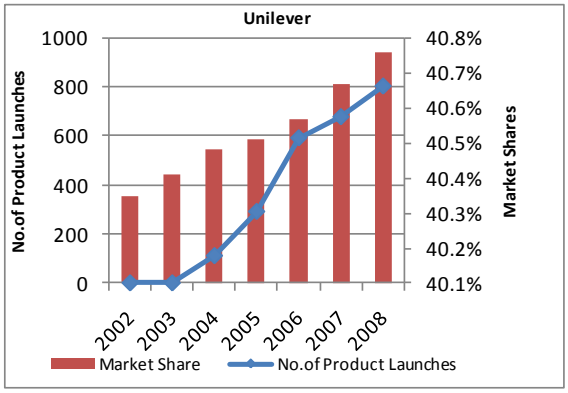
Out of the four firms, Unilever has launched the highest number of products followed in order by Colgate Palmolive, Sara Lee and Reckitt Benckiser. Market share leadership follows the same pattern. Coty – not one of the market leaders – follows the same pattern: new products were launched but have not been converted into increased market share.

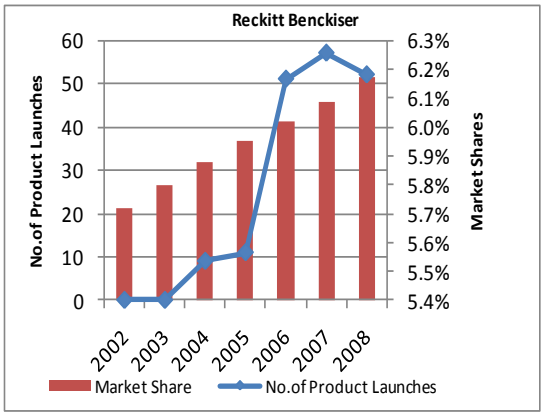
Figure 6: Personal Hygiene Market Share and New Product Launches









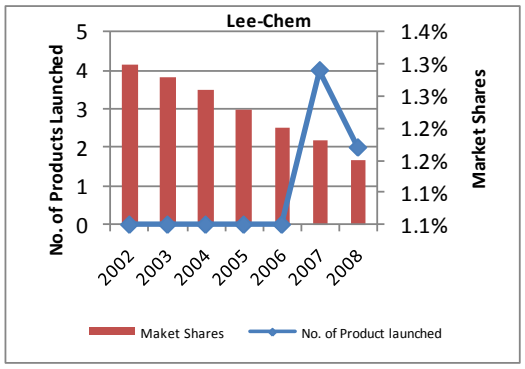


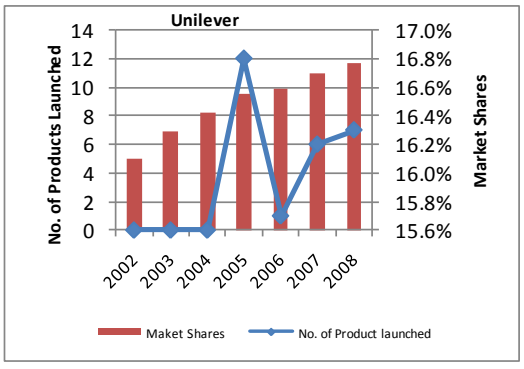
Within the data used, 15 companies had market share information, 20 had product launch information, and five companies had both market share and product launch information.

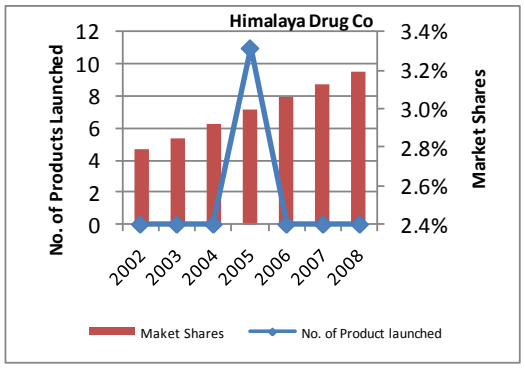
Skincare

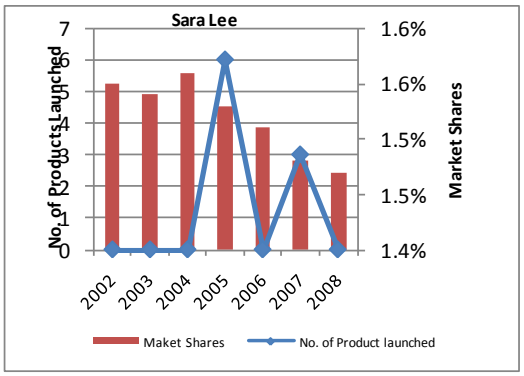
The results presented in **Figure 7** below show a varied picture. Firms such as Beiersdorf AG, Johnson & Johnson have increased their new product launches since 2003 and have also seen increased market share. However, other firms including Unilever, L'Oreal and Himalaya have launched new products only once a year, yet they too have seen market share increase. Lee Chem was not launching new products before 2007, and has experienced a decline in market share. Reckitt Benckiser, Sara Lee and Incolabs have had a small number of prodct launches and have seen a decline in market share.

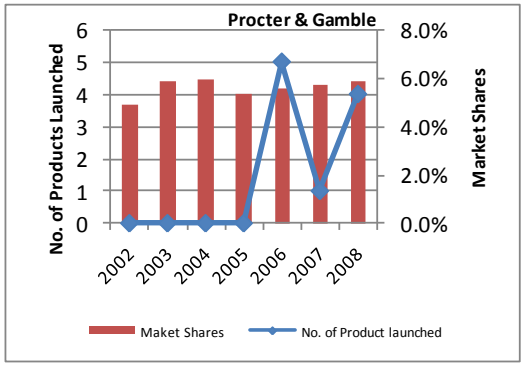
Figure 7: Skincare Market Share and New Product Launches

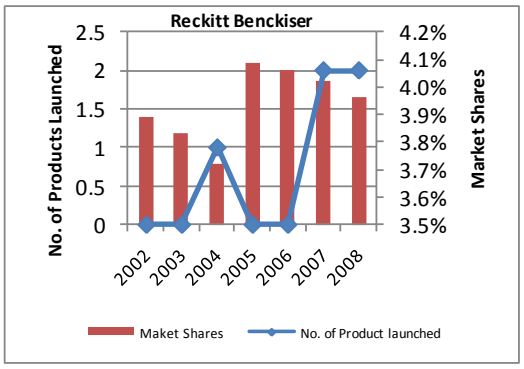


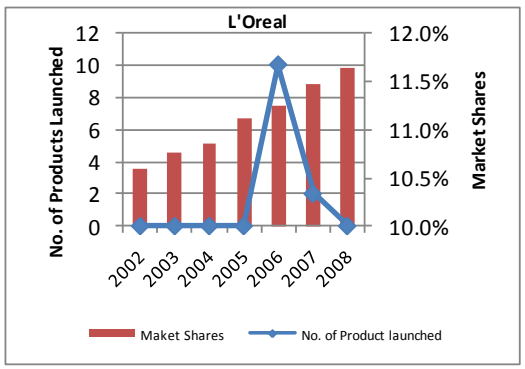












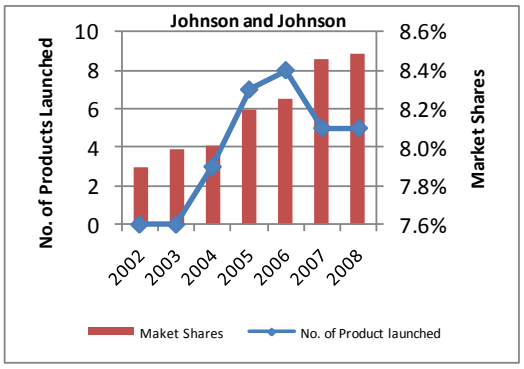
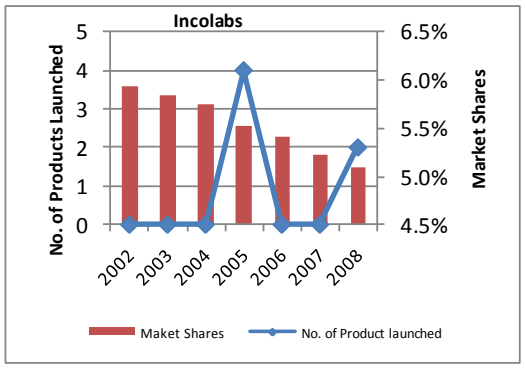
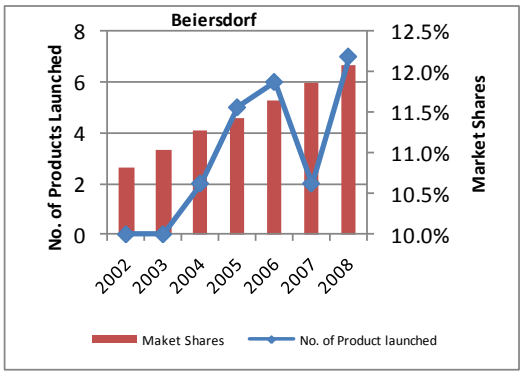
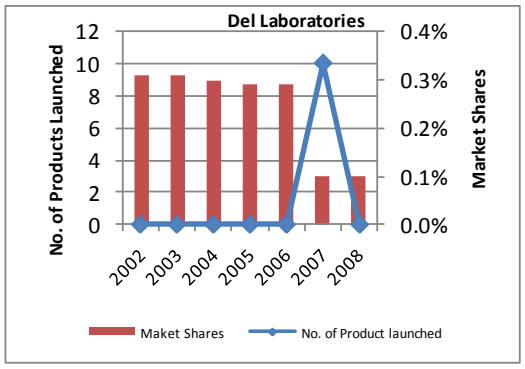


Figure 7 – continued





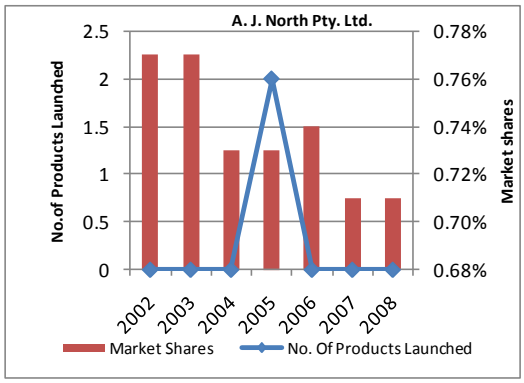


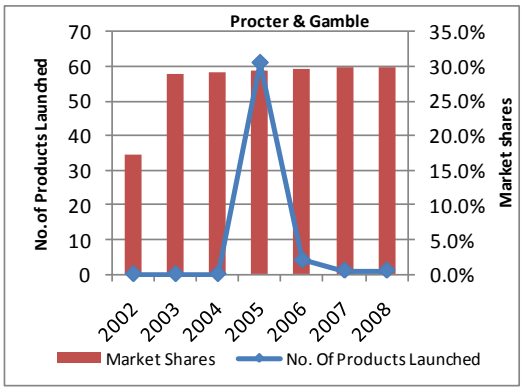
In the data used, 22 companies had market share information, 20 had product launch information, and eleven companies had both market share and product launch information.

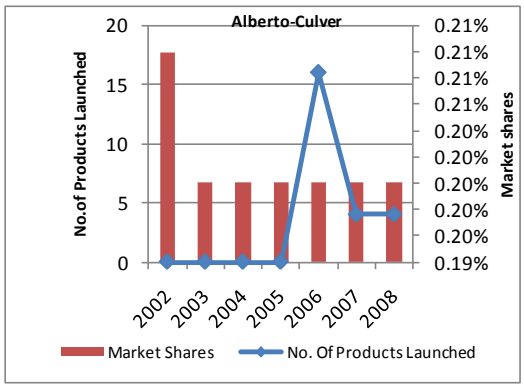
Hair Care

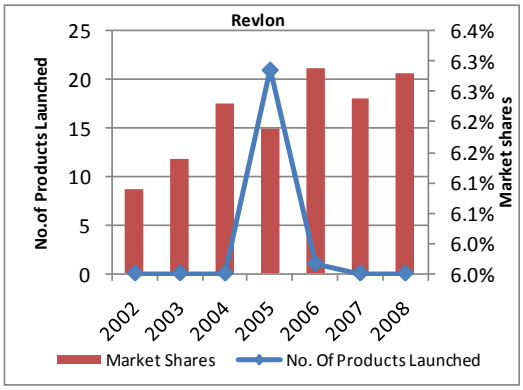
The results presented in **Figure 8** below show that there were not many new product launches within this category. No company had more than one or two new product launches during the period studied.

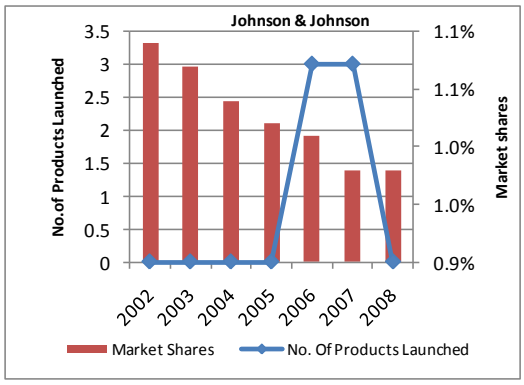
Figure 8: Hair Care Market Share and New Product Launches

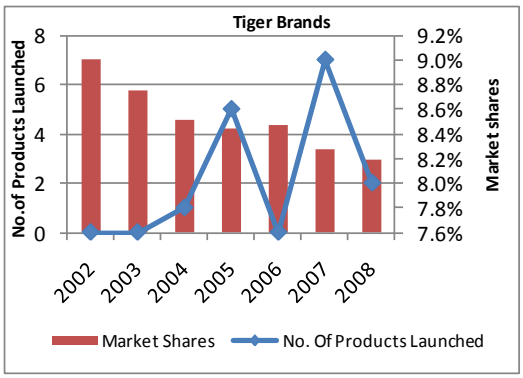


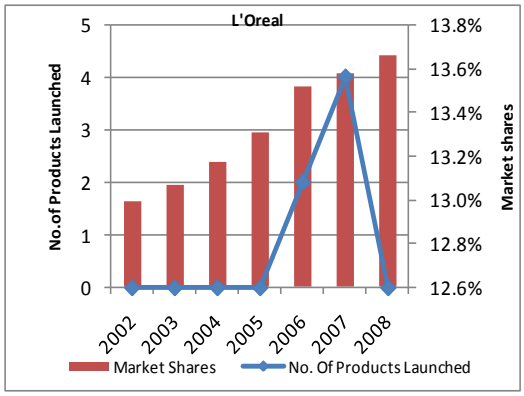


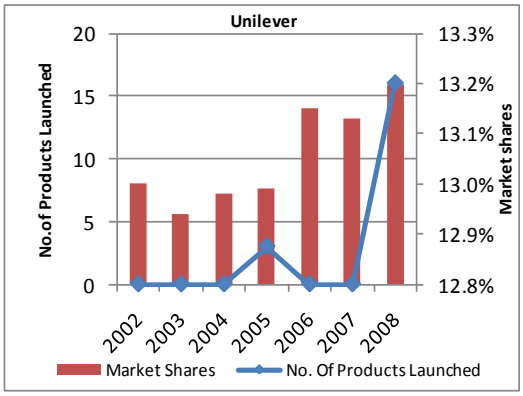












Within the data used, 13 companies had market share information, 20 had product launch information, and eight companies had both market share and product launch information.

In summary, the data for the personal care category depicts a situation where market leaders are launching new products to a greater or lesser extent, but new product launches do not necessarily translate to increased market share. Research Hypothesis One is far more strongly supported than Research Hypothesis Two.

A more detailed discussion of the these results, taking into consideration their relationship with the body of theory discussed in the literature review and the research hypotheses is contained in Chapter 6.

6. Discussion

6.1. Introduction

In this chapter, the researcher discusses the results presented in Chapter Five. The research results are linked with the literature review (Chapter Two) and also assessed in terms of their relationship to the research objectives and research problem as set out in Chapters One and Chapter Three: the research framework.

6.2. Research Hypothesis 1

Higher Market Share Leads to New Product Launches

The top three companies in all segments display a pattern of both frequent product launches and higher market share, whereas other competitors either show low market share and few or no new product launches or some new product launches without market share. This strongly indicates evidence for an effect from market share on new product launches, but no effect from new product launches on market share.

There is a positive correlation between market share and new products launched in several cases. For example, in the case of Johnson & Johnson, market share in OTC Healthcare increased following significant new product launches. Although Johnson & Johnson is not a market leader in OTC Healthcare, it does hold this position in other related sub-segments such as baby personal care. The company therefore has strong financial resources generated from these other segments and is able to spread any investment in new products across the enterprise.

To achieve both strong market share and effective new product launches, firms need to excel in all spheres of business: supply chain, marketing and R&D. This complicates correlating market share with new product launches or new product launches with market share, because other functional aspects of a firm also play a role to the success of both.

It is interesting, however, to note that a large number of firms with significant new product launches have not experienced any market share increase over the period. This may relate to a context of increased reluctance from retail buyers to embrace new product launches, and lack of unique benefits and support. Retailers constantly demand that new products must add value to their category. The new product launch must be unique and justify itself in terms of benefit to consumers, so that only products which will move off shelves quickly are launched, ensuring better returns for the retailers. This puts negative pressure on launches from smaller market players.

But the relationship is more complex than this. Market leaders benefit too. Buyers are increasingly being assessed on Return on Net Assets, where the assets are the shelf-stock. Market leaders tend to get more preference from retailers because they “own” the market, and buyers rely on them to ensure that their category grows in both current and new products. Because of this relationship with buyers, market leaders are more easily able to launch new products. Where market data is lacking, buyers benefit from the relationship with market leaders, who inform them about new products and market trends. However, it can turn out to be a biased relationship, because market leader will

pass on only that information they believe will best support their own marketing strategy. This complex relationship may partly underly the finding that market leadership precedes and enhances new product launches.

Every firm's ultimate aim for a new product launch is to get or increase market share, which should also translate into improved profitability either in the short- or the long-term. But the chance of introducing a new product innovation successfully in these terms is often influenced by the human capital and geographical context of the firm, rather than its age (Capitanio, Coppol and Pascucci (2009). A firm's human capital is determined by available funding and other resources. Insufficient resources can limit innovation, and this factor contributes to explanations for the dominance of the market leaders.

The personal hygiene sub-sector provides further evidence about the relationship between market share and product launch. The market leaders in this sub-sector are contributing the greatest numbers of product launches, and their market shares are also growing steadily. That the market leaders are the firms launching products suggests strongly that market share leadership is positively supporting new product launches.

Overall, both the literature and the data studied support convincingly though not conclusively that Research Hypothesis One is the stronger of the two hypotheses tested.

6.3. Research Hypothesis 2

New Product Launches Lead to Higher Market Share

The strongest support for the above hypothesis would have been provided by a pattern where companies that had low or no market share launched new products and subsequently improved their market share. No strong prevalence of this pattern was observed in any of the results studied.

Organisations must understand their customers to ensure that new product developments are successful. Market share will not be attained if there is mis-alignment between new products and customer needs or wants (Joshi and Sharma, 2004). Proper marketing resources, including a strong team, effective market research and advertising, and relevant testing of the final product on consumers (Kandemir, Calantone and Garcia, 2006) is necessary. New products cannot be finalised in isolation in a way that will lead to improved market share or financial performance.

7. Conclusion

7.1. Introduction

The research findings are summarised in this chapter. Recommendations to Brand/Product/Marketing Managers, CEOs and strategists are also provided. At the end of the chapter, recommendations for future research are made.

7.2. Summary of findings

The data provided the strongest support for Research Hypothesis One: that market share precedes and supports new product launches rather than vice versa. However, there is the possibility that plausible alternative causal factors are present. In this research, there were no controls for different firms, therefore there could be other factors influencing the market share /new product launch relationship.

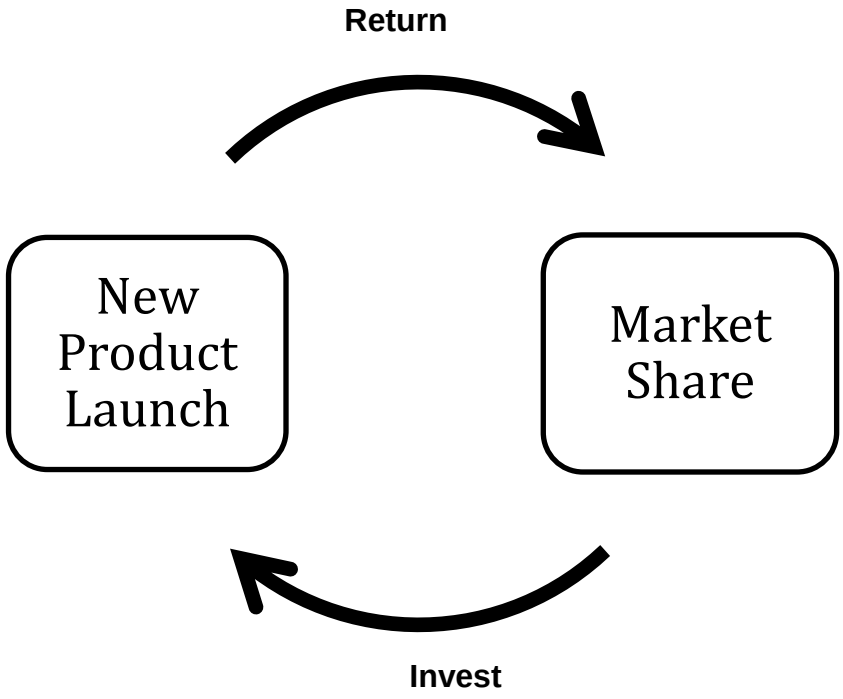
The weaker evidence for Research Hypothesis Two may be a result of the sector selected. Cooper, (1984) describes certain markets as characterised by intense competition, dominant competitors, and customers who are satisfied with their products and are brand-loyal (not easily distracted from leading products by new product performance and innovation). The personal care market is highly competitive and has many of these characteristics, so it is possible that customers are not easily influenced by new product launches, and that this has affected the finding that new product launches do not precede improved market share in this particular sector.

It is also possible that some firms do not launch new products to improve market shares, but for other strategic objectives such as to maintan market share or create barriers to entry.

While it is generally accepted that innovation contributes to business performance, relatively little is known about the drivers of innovativeness and how those drivers operate via innovativeness to collectively influence performance. Moreover, little is known about how the drivers of innovativeness operate under varying conditions in the firm's external environment (Hult, Hurley, Knight, 2003). In addition to exploring its two hypotheses, this research has shown who the contributors of market share and new product launches are in this sector of FMCG. However, innovation is not only about new products but also about new business processes and ideas. So it could be concluded that the absence of a consistent pattern of new product launches from the market leaders is a result of their focusing on the other two spheres of innovation: new ideas and processes. Nevertheless, these market leaders do launch new products, to stay ahead of the game and exploit trends before their competitors.

The relationship between market share and new product launches can be summarised as follows:

Figure 9: Market Share-New Product Launch Cycle



Low and Sloan (2007) provide support for the above relationship with their finding that innovation and market orientation lead to greater financial performance. Market orientation is defined as customer/ competitor orientation and inter-functional coordination. These put an organisation in a position where it is able to operate even if the competitive market changes. Organisations are able to achieve the required financial performance if they have the capacity to innovate.

Hine and Ryan (1999) citing Tang (1998) indicate that "organisation theorists have pointed out that there is no single optimal organisational design that fits all. It follows that there should be some organization designs that favour innovation more than others do". The same is true for market share: some organizations will focus on market share more than others, with the result that

market share will supersede new product launches in their operations, and vice versa.

The study supports previous findings that resources and investment are necessary for success in any market. Belderbos, Carree and Lokshin (2004) state that small firms can embark on collaborative R&D to assist with factors such as risk- and cost-sharing, shortening life-cycles and economies of scale, and to achieve synergistic effects through pulling firms' resources together when technological developments are uncertain. This can help assist small companies to be more innovative without a weakness in resources such as R&D standing in their way. Salavou and Avlonitis, (2008), state that the level of innovation determines the level of performance. Therefore, if firms without resources want to compete with firms with resources, they have to "act big".

7.3. Practical implications

7.3.1. Market Leaders

The research confirms that market leaders must innovate to keep up with the trends, create barriers to entry and subsequently maintain and/or grow market share, depending on their life stage in the market. The role of market leader needs to be supported by constantly being a pioneer. The market environment dictates firm strategy, and firms need to guard against complacency or risk paying a high price to hungrier competitors.

Thus, given that market leaders need to launch new products to keep the market fresh, exciting and relevant, it also essential that innovation is not assessed solely on the quantity of launches, but rather on their quality.

This study reveals a cycle where higher market share leads to new product launches, and subsequent new product launches will likely lead to even higher market share. To keep the cycle effective, product launches must be handled correctly. If firms do not re-invest some of the profits obtained through market leadership into innovation, new entrants and challengers will claim a share of the market, and market leadership will be lost. New products also need to stay affordable, available, acceptable and high in customer awareness, to ensure that they generate sufficient returns to reinvest in building the brand.

7.3.2. Market Challengers

Market challengers must anticipate new product launches from the market leaders. Incremental innovations do not provide the most effective challenge in this climate. The challengers are not established in the market, but market leaders are, and so are better-placed to launch incremental products. The cost of switching to an unknown incremental product may be too high for consumers.

Market challengers are therefore better advised to seek out the gaps left by market leaders and exploit these. However, this needs to be based on a solid and adequate resource and capability base to support the innovation. Strategy

needs to anticipate the difficulties of entering a market where there are already strong market leaders.

Market challenger can find a base for successful innovation in their resources from operations in other markets and industries. This spreads the risk of innovation and allows them to employ economies of scale. Challengers can also collaborate with other players in different markets to leverage economies of scale from all parties involved. Both these approaches require careful financial planning, either using existing resources within the business or traditional capital (equity/debt).

From whatever source, the challenger needs to ensure sufficient resources – including skills, investment and strategic capacity – supported by organisational structures to ensure that they can challenge the market leaders effectively. Though market leaders normally behave in a way that will retain market share and improve the firm's performance, not all market leaders will pursue this strategy – or do so effectively. Market challengers who innovate correctly can overcome market leaders.

7.4. Originality

This study offers a fresh model for examining the relationship between market share and new product launches. It extends both academic and practical findings for a specific industry sector and sub-sectors in South Africa. It also

opens the door for new streams of research that link academic models with practical applications. It puts forward practical recommendations to (particularly challenger) companies and at the same time offers a reliable and valid research model that could be applied to other industries and countries, bearing in mind that enterprise growth is dependent on factors specific to industry and geography (Rechstein and Dahl, 2004).

7.5. Recommendations for Future Research

This research can be extended to other categories and also other countries to determine consistency. The research limitations section above has noted the particular characteristics of the FMCG sector and the sub-sectors chosen for this study (including their intense brand loyalty), and it is therefore necessary to establish how 'typical' these findings are. Is the FMCG industry overall innovative or complacent, and what is the impact of these characteristics on market leadership in the sector? Are there specific factors to which market share growth can be attributed in the personal care sector and in FMCG overall?

It would be valuable to explore whether a firm can increase its market share without new product launches if all other aspects of the business are satisfactorily conducted. Equally, it is worth questioning whether a firm can attain market share without high investment behind the product/brand.

If market share leads to new product launch, it would be worthwhile to find out whether the organisational behaviour of market leaders differs before and after achieving high market share, and if there are any other difference between the two stages.

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APPENDIX 1: Product Launches in Number of units

OTC HealthCare

Companies	2004	2005	2006	2007	2008	2009
Johnson & Johnson	29	49	95	70	60	53
Avon Products	23	32	44	50	34	26
Pfizer	23	36	36	39	4	-
GlaxoSmithKline	14	27	53	30	39	14
Cadbury Schweppes	11	29	34	29	42	13
Beiersdorf	10	21	62	37	22	16
Reckitt Benckiser	9	3	11	27	21	16
Wyeth	9	6	24	30	3	14
SSL International	8	24	27	14	18	11
Schering-Plough	6	12	16	25	16	16
Jarrow Formulas	6	13	16	9	12	13
Bayer	5	10	15	32	16	16
New Chapter, Inc.	4	43	8	5	-	10
Procter & Gamble	4	10	26	40	48	27
Fancl	3	24	19	24	13	6
Novartis	2	13	29	35	21	13
Kobayashi Pharmaceutical	2	12	12	24	13	14
Organic Herb Trading Co.	-	83	-	-	-	-
HEB	-	3	-	80	4	-
Advanced Healthcare Distributo	-	3	87	-	-	-
	168	**453**	**614**	**600**	**386**	**278**

Personal Hygiene

Companies	2004	2005	2006	2007	2008	2009
Unilever	111	291	591	677	802	568
Avon Products	108	238	143	181	237	146
Procter & Gamble	65	135	234	271	212	174
Colgate-Palmolive	63	137	308	336	276	188
Henkel	48	88	144	202	236	207
Johnson & Johnson	40	99	206	211	154	156
Beiersdorf	38	119	259	418	216	239
Sara Lee	26	68	95	109	123	99
Paterson Zochonis	16	27	63	62	40	45
Coty	15	85	95	92	83	74
Estee Lauder	15	20	46	78	78	38
GlaxoSmithKline	14	28	54	31	41	23
Kao	13	39	40	44	49	32
Lion	13	13	96	34	39	13
L'Oreal	9	29	86	185	162	152
Reckitt Benckiser	9	11	51	57	52	53
Limited Brands	-	43	51	131	97	113
Body Shop	-	19	33	54	61	16
Ewyap Sabun, Yag, Gliserin Sa	-	-	66	83	66	11
Upper Canada Soap & Candle	-	-	14	174	10	32
	603	**1 489**	**2 675**	**3 430**	**3 034**	**2 379**

Skin Care

Companies	2004	2005	2006	2007	2008	2009
Johnson & Johnson	3	7	8	5	5	-
Beiersdorf	2	5	6	2	7	7
Reckitt Benckiser	1	-	-	2	2	1
Unilever	-	12	1	6	7	1
Himalaya Drug Co. Ltd.	-	11	-	-	-	-
Keyline Brands Ltd.	-	6	-	-	-	-
Sara Lee	-	6	-	3	-	-
Acorn Products Pty. Ltd.	-	6	-	-	-	-
Incolabs	-	4	-	-	2	-
L'Oreal	-	-	10	2	-	3
Spar	-	-	7	-	-	-
Bielenda	-	-	6	-	-	-
Procter & Gamble	-	-	5	1	4	1
NutriSense	-	-	-	16	-	-
Del Laboratories	-	-	-	10	-	-
C & Tec Corporation	-	-	-	9	-	-
Dis-Chem Pharmacy	-	-	-	6	7	13
Lee-Chem Laboratories Pty. Lt	-	-	-	4	2	-
Energizer South Africa	-	-	-	2	4	-
Woolworths Group	-	-	-	-	10	3
	6	**57**	**43**	**68**	**50**	**29**

Hair Care

Companies	2004	2005	2006	2007	2008	2009
Designer Group	1	5	-	7	2	1
Procter & Gamble	-	61	4	1	1	5
Revlon	-	21	1	-	-	-
Himalaya Drug Co. Ltd.	-	12	-	-	-	-
Unilever	-	3	-	-	16	-
A. J. North Pty. Ltd.	-	2	-	-	-	-
Carson Midrand Manufacturing	-	2	-	3	1	-
Alberto-Culver	-	-	16	4	4	5
Johnson & Johnson	-	-	3	3	-	1
L'Oreal	-	-	2	4	-	6
Antica Erboristeria	-	-	-	30	-	-
Dis-Chem Pharmacy	-	-	-	8	5	3
Instituto Naturvita	-	-	-	8	1	-
Alberto Culver SA Pty. Ltd.	-	-	-	1	1	-
Toni & Guy	-	-	-	-	31	-
Woolworths Group	-	-	-	-	4	-
Gum Hair Co., Ltd.	-	-	-	-	3	-
Kao	-	-	-	-	-	7
Australian Hair & Beauty Impor	-	-	-	-	-	3
Twincare International	-	-	-	-	-	3
	1	**106**	**26**	**69**	**69**	**34**

APPENDIX 2: Market Shares in Percentage

OTC

Company	Brand	2003	2004	2005	2006	2007
		100.0%	100.0%	100.0%	100.0%	100.0%
Other		24.9%	24.5%	24.4%	24.1%	23.9%
	Other	24.9%	24.5%	24.4%	24.1%	23.9%
Pharma Natura (Pty) Ltd		13.5%	13.7%	14.0%	14.2%	14.3%
	Others	13.5%	13.7%	14.0%	14.2%	14.3%
Weleda Group		9.7%	9.9%	10.1%	10.2%	10.3%
	Others	9.7%	9.9%	10.1%	10.2%	10.3%
Johnson & Johnson		1.6%	1.6%	1.5%	6.2%	5.4%
	Others	0.6%	0.6%	0.6%	2.8%	2.8%
	Actifed	0.1%	0.1%	0.1%	1.2%	1.2%
	Nicorette	0.1%	0.1%	0.1%	1.0%	1.0%
	Benylin	0.3%	0.3%	0.3%	0.3%	0.3%
	Doxidan	0.1%	0.1%	0.1%	0.2%	0.2%
	Kaopectate	0.7%	0.7%	0.7%	0.7%	0.1%
Hyland's Inc		5.0%	5.1%	5.3%	5.4%	5.4%
	Arnica	5.0%	5.1%	5.3%	5.4%	5.4%
Tiger Brands Ltd		5.7%	5.6%	5.5%	5.5%	5.4%
	Bioplus	2.0%	2.1%	2.1%	2.1%	2.1%
	Corenza-C Efferves	1.7%	1.7%	1.5%	1.5%	1.5%
	Compral	0.9%	0.9%	0.9%	0.9%	0.9%
	Solphyllex	0.6%	0.6%	0.6%	0.5%	0.5%
	Antistin-Privin	0.2%	0.2%	0.2%	0.2%	0.2%
	Dilinct	0.2%	0.2%	0.2%	0.2%	0.2%
Group Laboratories SA		4.6%	4.6%	4.7%	4.7%	4.7%
	Grand-Pa	4.3%	4.3%	4.4%	4.4%	4.4%
	Borstol Linctus	0.3%	0.3%	0.3%	0.3%	0.3%
Reckitt Benckiser PLC		3.1%	3.1%	3.1%	4.7%	4.7%
	Disprin	2.8%	2.8%	2.8%	2.9%	2.9%
	Nurofen	0.1%	0.1%	0.1%	1.5%	1.5%
	Strepsils	0.3%	0.3%	0.3%	0.3%	0.2%
GlaxoSmithKline Plc		4.1%	4.1%	4.0%	4.0%	3.9%
	Panadol	2.4%	2.4%	2.5%	2.5%	2.5%
	Amoxil	0.5%	0.5%	0.5%	0.5%	0.4%
	Nicoderm	0.5%	0.4%	0.4%	0.4%	0.4%
	Eno	0.4%	0.4%	0.4%	0.4%	0.4%
	Med-Lemon	0.2%	0.2%	0.2%	0.2%	0.2%
	Gaviscon	0.1%	0.1%	0.1%	0.1%	0.1%
Novartis AG		3.4%	3.5%	3.5%	3.6%	3.6%
	Sandoz	3.4%	3.5%	3.5%	3.6%	3.6%
Boehringer Ingelheim GmbH		2.8%	2.8%	2.9%	2.9%	2.9%
	Geriatric Pharmato	2.8%	2.8%	2.9%	2.9%	2.9%
Mega Lifesciences Ltd		2.4%	2.4%	2.5%	2.5%	2.6%
	Cal-C-Vita	2.4%	2.4%	2.5%	2.5%	2.6%
Bayer AG		2.0%	2.1%	2.5%	2.5%	2.5%
	Cal-C-Vita	1.5%	1.6%	1.6%	1.6%	1.6%
	Aspirin	0.4%	0.4%	0.4%	0.4%	0.4%
	Others	0.1%	0.1%	0.3%	0.3%	0.3%
	Alka-Seltzer	0.1%	0.1%	0.1%	0.1%	0.1%
	Rennie	0.1%	0.1%	0.1%	0.1%	0.1%
BSN Medical		2.1%	2.0%	2.0%	1.9%	1.9%
	Others	2.1%	2.0%	2.0%	1.9%	1.9%
Resmed Healthcare		1.8%	1.8%	1.8%	1.8%	1.8%
	Soluspirin	1.8%	1.8%	1.8%	1.8%	1.8%

OTC – continued

Company	Brand	2003	2004	2005	2006	2007
Janssen Pharmaceutica (Pty.)		1.4%	1.3%	1.2%	1.2%	1.1%
	Sinumax	1.4%	1.3%	1.2%	1.2%	1.1%
Environ Skin Care (Pty) Ltd		0.9%	0.9%	0.9%	0.9%	0.9%
	Others	0.9%	0.9%	0.9%	0.9%	0.9%
Procter & Gamble Company, T		1.1%	1.0%	1.0%	0.9%	0.9%
	Vicks	0.7%	0.7%	0.6%	0.6%	0.6%
	Pepto Bismol	0.3%	0.3%	0.3%	0.3%	0.3%
Chattem Inc		0.1%	0.1%	0.1%	0.1%	0.7%
	Kaopectate	0.1%	0.1%	0.1%	0.1%	0.7%
Thomas EMS		0.4%	0.4%	0.4%	0.4%	0.4%
	Others	0.4%	0.4%	0.4%	0.4%	0.4%
Wyeth		0.4%	0.4%	0.4%	0.4%	0.3%
	Mucaine	0.3%	0.3%	0.3%	0.3%	0.3%
	Advil	0.1%	0.1%	0.1%	0.1%	0.1%
Chemspunge Wound Dressing		0.3%	0.3%	0.3%	0.3%	0.3%
	Others	0.3%	0.3%	0.3%	0.3%	0.3%
Johnson & Johnson-Merck Cor		0.2%	0.2%	0.2%	0.2%	0.2%
	Pepcid	0.2%	0.2%	0.2%	0.2%	0.2%
Beiersdorf AG		0.2%	0.2%	0.2%	0.2%	0.2%
	Others	0.2%	0.2%	0.2%	0.2%	0.2%
	Elastoplast	0.1%	0.1%	0.1%	0.1%	0.1%
Nativa Pty Ltd		0.2%	0.2%	0.2%	0.2%	0.2%
	Linctagon	0.2%	0.2%	0.2%	0.2%	0.2%
Reitzer Pharmaceuticals (Pty)		0.2%	0.2%	0.2%	0.2%	0.2%
	Salex	0.2%	0.2%	0.2%	0.2%	0.2%
Pharmachoice Healthcare (Pty		0.2%	0.2%	0.2%	0.2%	0.2%
	Viral Choice	0.2%	0.2%	0.2%	0.2%	0.2%
Combe Incorporated		0.2%	0.2%	0.2%	0.2%	0.2%
	Cepacol	0.2%	0.2%	0.2%	0.2%	0.2%
OTC Pharma SA		0.2%	0.2%	0.2%	0.2%	0.2%
	Cetralin	0.2%	0.2%	0.2%	0.2%	0.2%
Hartmann Group		0.2%	0.2%	0.2%	0.2%	0.1%
	Others	0.1%	0.1%	0.1%	0.1%	0.1%
	Hartmann	0.1%	0.1%	0.1%	0.1%	0.1%
Private label		0.2%	0.1%	0.1%	0.1%	0.1%
	Private label	0.2%	0.1%	0.1%	0.1%	0.1%
Nasalese Ltd		0.1%	0.1%	0.1%	0.1%	0.1%
	Others	0.1%	0.1%	0.1%	0.1%	0.1%
Cipla Medpro SA Ltd		0.1%	0.1%	0.1%	0.1%	0.1%
	Hercules	0.1%	0.1%	0.1%	0.1%	0.1%
Aspen Pharma		0.1%	0.1%	0.1%	0.1%	0.1%
	Puma	0.1%	0.1%	0.1%	0.1%	0.1%
AstraZeneca PLC		0.1%	0.1%	0.1%	0.1%	0.1%
	Prilosec	0.1%	0.1%	0.1%	0.1%	0.1%
Neurowave Medical Technologi		0.1%	0.1%	0.1%	0.1%	0.1%
	ReliefBand	0.1%	0.1%	0.1%	0.1%	0.1%
Alcon, Inc.		0.1%	0.1%	0.1%	0.1%	0.1%
	Travatan	0.1%	0.1%	0.1%	0.1%	0.1%
Roche Holding Ltd		0.3%	0.3%	0.1%	0.1%	0.1%
	Others	0.3%	0.3%	0.1%	0.1%	0.1%
Pfizer Inc		4.8%	4.8%	4.7%	0.1%	0.1%
	Others	2.0%	2.1%	2.2%	0.1%	0.1%
	Nicorette	1.1%	1.1%	1.1%	0.1%	0.1%
	Doxidan	0.2%	0.2%	0.2%	0.1%	0.1%
	Actifed	1.5%	1.4%	1.3%	0.1%	0.1%
Enaleni Pharmaceuticals Ltd		0.1%	0.1%	0.1%	0.1%	0.1%
	Hercules	0.1%	0.1%	0.1%	0.1%	0.1%
Boots Group PLC, The		1.5%	1.5%	1.5%	0.1%	0.1%
	Nurofen	1.5%	1.5%	1.5%	0.1%	0.1%

Personal Hygiene

Company	Brand	2002	2003	2004	2005	2006	2007	2008
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Unilever		40.4%	40.4%	40.5%	40.5%	40.6%	40.7%	40.8%
	Others	12.9%	12.8%	12.7%	12.6%	12.4%	12.3%	12.3%
	Dove	9.7%	9.7%	9.7%	9.8%	9.8%	9.8%	9.8%
	Lux	9.3%	9.4%	9.5%	9.5%	9.6%	9.7%	9.7%
	Axe	3.4%	3.4%	3.4%	3.3%	3.3%	3.3%	3.3%
	Lifebuoy	1.8%	1.8%	1.9%	1.9%	2.0%	2.0%	2.1%
	Sunlight	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
	Shield	0.9%	0.9%	1.0%	1.0%	1.0%	1.1%	1.1%
	Vaseline	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Colgate-Palmolive Com		18.7%	18.9%	19.1%	19.2%	19.5%	19.7%	19.8%
	Palmolive	9.4%	9.5%	9.6%	9.6%	9.8%	9.8%	9.8%
	Others	4.9%	5.0%	5.0%	5.0%	5.1%	5.1%	5.1%
	Protex	3.5%	3.5%	3.6%	3.7%	3.7%	3.8%	3.9%
	Lady Spee	0.9%	0.9%	0.9%	0.9%	1.0%	1.0%	1.0%
Sara Lee Corporation		10.0%	10.1%	10.1%	10.1%	10.1%	10.1%	10.2%
	Radox	7.1%	7.1%	7.1%	7.2%	7.2%	7.2%	7.3%
	Status	2.2%	2.2%	2.1%	2.1%	2.1%	2.1%	2.1%
	Sanex	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%
Other		10.4%	9.9%	9.3%	8.9%	8.2%	7.7%	7.1%
	Other	10.4%	9.9%	9.3%	8.9%	8.2%	7.7%	7.1%
Reckitt Benckiser PLC		5.7%	5.8%	5.9%	6.0%	6.0%	6.1%	6.2%
	Dettol	5.7%	5.8%	5.9%	6.0%	6.0%	6.1%	6.2%
Helen of Troy L.P.		3.8%	3.8%	3.7%	3.7%	3.7%	3.7%	3.6%
	Brut	3.8%	3.8%	3.7%	3.7%	3.7%	3.7%	3.6%
Playboy Enterprises In		2.9%	2.9%	2.9%	2.9%	2.9%	3.0%	3.0%
	Playboy	2.9%	2.9%	2.9%	2.9%	2.9%	3.0%	3.0%
Private label		2.2%	2.2%	2.2%	2.3%	2.3%	2.3%	2.3%
	Private lab	2.2%	2.2%	2.2%	2.3%	2.3%	2.3%	2.3%
Coty Inc		1.3%	1.3%	1.3%	1.4%	1.4%	1.4%	1.4%
	Adidas	1.3%	1.3%	1.3%	1.4%	1.4%	1.4%	1.4%
Glenmore Products		0.9%	0.9%	1.0%	1.0%	1.1%	1.1%	1.2%
	Preem	0.9%	0.9%	1.0%	1.0%	1.1%	1.1%	1.2%
Bristol-Myers Squibb C		0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%
	Mum	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%
Beiersdorf AG		0.8%	0.8%	0.8%	0.8%	0.9%	0.9%	0.9%
	Nivea	0.8%	0.8%	0.8%	0.8%	0.9%	0.9%	0.9%
Combe Incorporated		0.9%	0.9%	0.8%	0.8%	0.8%	0.8%	0.8%
	Aqua Velva	0.9%	0.9%	0.8%	0.8%	0.8%	0.8%	0.8%
Tiger Brands Ltd		0.5%	0.5%	0.5%	0.6%	0.6%	0.7%	0.7%
	Drench	0.5%	0.5%	0.5%	0.6%	0.6%	0.7%	0.7%
Lentheric		0.5%	0.5%	0.5%	0.6%	0.6%	0.6%	0.7%
	Others	0.5%	0.5%	0.5%	0.6%	0.6%	0.6%	0.7%
Amka Product (Pty) Lt		0.4%	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%
	Satiskin	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%

Skin Care

Company	Brand	2002	2003	2004	2005	2006	2007	2008
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Other		22.7%	21.8%	21.2%	20.5%	19.9%	19.1%	18.6%
	Other	22.7%	21.8%	21.2%	20.5%	19.9%	19.1%	18.6%
Unilever		16.1%	16.3%	16.4%	16.6%	16.6%	16.7%	16.8%
	Vaseline	3.7%	3.8%	3.8%	4.0%	4.0%	4.1%	4.2%
	Dawn	4.2%	4.1%	4.1%	4.0%	3.9%	3.7%	3.6%
	Pond's	2.9%	3.0%	3.1%	3.1%	3.2%	3.3%	3.4%
	Dove	2.8%	2.9%	2.9%	3.0%	3.0%	3.1%	3.1%
	Lux	2.5%	2.5%	2.6%	2.6%	2.5%	2.5%	2.5%
Beiersdorf AG		10.8%	11.0%	11.3%	11.4%	11.6%	11.9%	12.1%
	Nivea	8.8%	8.9%	9.1%	9.2%	9.3%	9.4%	9.5%
	Eucerin	2.0%	2.1%	2.2%	2.3%	2.4%	2.5%	2.6%
L'Oreal S.A.		10.6%	10.8%	10.9%	11.1%	11.3%	11.5%	11.6%
	Others	10.2%	10.4%	10.4%	10.7%	10.8%	11.0%	11.1%
	Lancome	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%	0.5%
Johnson & Johnson		7.9%	8.0%	8.0%	8.2%	8.3%	8.5%	8.5%
	Others	6.7%	6.8%	6.8%	7.0%	7.1%	7.3%	7.4%
	Piz buin	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%
	Johnson	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.3%
Procter & Gamble Co		4.9%	5.9%	6.0%	5.4%	5.6%	5.7%	5.9%
	Olay	4.9%	5.1%	5.2%	5.4%	5.6%	5.7%	5.9%
	Yardley	0.1%	0.8%	0.8%	0.1%	0.1%	0.1%	0.1%
IncoLabs (Pty) Ltd		5.9%	5.8%	5.7%	5.5%	5.4%	5.2%	5.1%
	Tropitone	2.9%	2.9%	2.8%	2.7%	2.6%	2.5%	2.5%
	Everysun	2.4%	2.3%	2.3%	2.2%	2.1%	2.1%	2.0%
	Innoxa	0.7%	0.7%	0.7%	0.7%	0.7%	0.6%	0.6%
Reckitt Benckiser PL		3.9%	3.8%	3.7%	4.1%	4.1%	4.0%	4.0%
	Veet	3.9%	3.8%	3.7%	3.7%	3.6%	3.5%	3.5%
	Clearasil	0.1%	0.1%	0.1%	0.4%	0.5%	0.5%	0.5%
Tiger Brands Ltd		3.3%	3.3%	3.2%	3.2%	3.2%	3.2%	3.2%
	Mousson	1.6%	1.6%	1.7%	1.7%	1.7%	1.7%	1.7%
	No Hair	1.3%	1.3%	1.3%	1.2%	1.2%	1.2%	1.2%
	Others	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
The Himalaya Drug C		2.8%	2.9%	2.9%	3.0%	3.1%	3.1%	3.2%
	Himalaya	2.8%	2.9%	2.9%	3.0%	3.1%	3.1%	3.2%
Revlon, Inc.		2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.8%
	Fire & Ice	1.7%	1.6%	1.6%	1.6%	1.5%	1.5%	1.5%
	Almay	1.0%	1.1%	1.1%	1.2%	1.2%	1.2%	1.3%
Clarins SA		1.7%	1.8%	1.8%	1.8%	1.8%	1.9%	1.9%
	Clarins	1.7%	1.8%	1.8%	1.8%	1.8%	1.9%	1.9%
Sara Lee Corporation		1.6%	1.5%	1.6%	1.5%	1.5%	1.5%	1.5%
	Body Mist	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%
	Radox	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%
Lee-Chem Laboratorie		1.3%	1.3%	1.3%	1.2%	1.2%	1.2%	1.2%
	Mandy's	1.3%	1.3%	1.3%	1.2%	1.2%	1.2%	1.2%
Nature Fresh Health F		0.8%	0.8%	0.9%	0.9%	1.0%	1.0%	1.0%
	Nature Fre	0.8%	0.8%	0.9%	0.9%	1.0%	1.0%	1.0%
Duke Street Capital		0.8%	0.8%	0.9%	0.9%	0.9%	1.0%	1.0%
	Simple	0.8%	0.8%	0.9%	0.9%	0.9%	1.0%	1.0%
Lornamead Group		0.1%	0.1%	0.1%	0.8%	0.8%	0.8%	0.8%
	Yardley	0.1%	0.1%	0.1%	0.8%	0.8%	0.8%	0.8%
Alberto-Culver Compa		0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
	St.Ives	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Private label		0.4%	0.4%	0.4%	0.3%	0.3%	0.3%	0.3%
	Private lab	0.4%	0.4%	0.4%	0.3%	0.3%	0.3%	0.3%
Coty Inc		0.1%	0.1%	0.1%	0.1%	0.1%	0.3%	0.3%
	Sally Hans	0.1%	0.1%	0.1%	0.1%	0.1%	0.3%	0.3%
Wella AG		0.8%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	Yardley	0.8%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Del Laboratories Inc		0.3%	0.3%	0.3%	0.3%	0.3%	0.1%	0.1%
	Sally Hans	0.3%	0.3%	0.3%	0.3%	0.3%	0.1%	0.1%
Boots Group PLC, Th		0.4%	0.4%	0.4%	0.1%	0.1%	0.1%	0.1%
	Clearasil	0.4%	0.4%	0.4%	0.1%	0.1%	0.1%	0.1%

Hair Care

Company	Brand	2002	2003	2004	2005	2006	2007	2008
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Procter & Gamble Company		17.3%	29.0%	29.1%	29.3%	29.8%	29.8%	30.0%
	Pantene	7.5%	7.5%	7.5%	7.5%	7.6%	7.6%	7.6%
	Vivality	0.1%	5.3%	5.2%	5.2%	5.3%	5.2%	5.2%
	Clairol	3.8%	3.9%	3.9%	4.0%	4.1%	4.1%	4.2%
	Herbal Essences	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.8%
	Viva	0.1%	2.4%	2.4%	2.5%	2.6%	2.7%	2.7%
	Wellaton	0.1%	1.9%	1.9%	2.0%	2.1%	2.1%	2.1%
	Head & Shoulder	1.6%	1.6%	1.5%	1.5%	1.5%	1.4%	1.4%
	Others	0.1%	1.0%	1.0%	1.0%	1.1%	1.1%	1.1%
	Body On Tap	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%
	Shock Waves	0.1%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%
	Wellaflex	0.1%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Other		21.4%	21.4%	21.3%	21.1%	20.0%	20.2%	19.9%
	Other	21.4%	21.4%	21.3%	21.1%	20.0%	20.2%	19.9%
L'Oreal S.A.		13.0%	13.1%	13.2%	13.3%	13.5%	13.6%	13.7%
	Restore Plus	4.4%	4.4%	4.5%	4.5%	4.5%	4.5%	4.5%
	Garnier	3.2%	3.3%	3.4%	3.6%	3.7%	3.8%	3.8%
	Dark & Lovely	1.9%	1.9%	2.0%	2.0%	2.1%	2.1%	2.1%
	Studio Line	1.8%	1.8%	1.8%	1.7%	1.7%	1.7%	1.7%
	Elvive	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%
	Others	0.5%	0.5%	0.4%	0.5%	0.5%	0.5%	0.5%
Unilever		13.0%	12.9%	13.0%	13.0%	13.2%	13.1%	13.2%
	Sunsilk	5.9%	5.9%	6.0%	6.0%	6.1%	6.1%	6.2%
	Organics	4.2%	4.2%	4.2%	4.1%	4.2%	4.2%	4.1%
	Organics Aqua	1.7%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%
	Dove	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%
	Pears	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%	0.5%
Tiger Brands Ltd		9.0%	8.8%	8.5%	8.4%	8.5%	8.3%	8.2%
	Perfect Touch	2.7%	2.7%	2.6%	2.6%	2.6%	2.5%	2.5%
	Biosense	2.5%	2.4%	2.2%	2.2%	2.2%	2.1%	2.1%
	Drench	1.6%	1.6%	1.6%	1.6%	1.6%	1.5%	1.5%
	Kair	1.2%	1.2%	1.1%	1.1%	1.2%	1.1%	1.1%
	Protein Feed	0.5%	0.4%	0.4%	0.5%	0.5%	0.5%	0.5%
	Fiesta	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Revlon, Inc.		6.1%	6.1%	6.2%	6.2%	6.3%	6.2%	6.3%
	Others	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
	Flex	2.2%	2.2%	2.2%	2.2%	2.3%	2.2%	2.2%
	Color Silk	0.4%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Posner Cosmetics		4.4%	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%
	Easy Wave	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%
Colgate-Palmolive Company		1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.6%
	Colgate	1.3%	1.3%	1.3%	1.3%	1.3%	1.4%	1.4%
	Palmolive Natural	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Johnson & Johnson		1.1%	1.1%	1.0%	1.0%	1.0%	1.0%	1.0%
	Johnson's Baby	0.9%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%
	Others	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
AJ North (Pty) Ltd		0.8%	0.8%	0.7%	0.7%	0.7%	0.7%	0.7%
	Glyco Lemon	0.8%	0.8%	0.7%	0.7%	0.7%	0.7%	0.7%
Private label		0.4%	0.4%	0.5%	0.5%	0.5%	0.5%	0.5%
	Private label	0.4%	0.4%	0.5%	0.5%	0.5%	0.5%	0.5%
Avon Products, Inc.		0.3%	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%
	Avon	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
	Mark	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Alberto-Culver Company		0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
	Advanced Alberto	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Wella AG		11.6%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	Wellaton	1.8%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	Wellaflex	0.5%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	Vivality	5.3%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	Viva	2.3%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	Shock Waves	0.7%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	Others	0.9%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%