

Entrepreneurial Mindset and Sales Growth: Fast-Moving Consumer Goods (FMCG) Firms Experience

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Abstract

Despite sales growth signifying a company's ability to expand its market share and increase profitability, the Nigerian experience remains a concern due to declining sales growth recorded for fast-moving consumer goods (FMCG) firms. Thus, this paper examined whether the entrepreneurial mindset of managers/owners could affect the sales growth of FMCG firms. The study used the cross-sectional survey research design in retrieving primary data from 383 top, middle, and low-level management staff of selected food and beverages firms in Lagos State, Nigeria. The stratified random sampling technique was applied while the reliability and validity tests on the adapted questionnaire were conducted before implementing it for this paper. Results from the multiple regression analysis revealed that entrepreneurial mindset combined components had a positive and significant effect on sales growth [$Adj.R^2 = 0.065$, $F(4, 379) = 7.671$, $p < 0.05$]. However, only emotional intelligence had an individual significant effect. Fostering and nurturing an entrepreneurial mindset within the organization by encouraging employees to think creatively, take calculated risks, and invest in market research to identify emerging trends to tailor products and strategies to meet evolving market demands for enhance sales growth is core for management strategic plans.

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Background to the Study

The debate surrounding sales growth has remained unabated due to the value and importance it connotes about a firm's performance. Nevertheless, the dwindling sales growth as experience globally especially in Fast Moving Consumer Goods (FMCG) firms is a constant concern (Aditya et al., 2023; Buck et al., 2020; NielsenIQ, 2022; Rahmawati et al., 2021). Global FMCG market size outcomes was valued at United States Dollar (USD) 11,490.9 billion in 2021 and is projected to reach USD 18,939.4 billion by 2031 and is expected to expand at a Compound Annual Growth Rate (CAGR) of 5.1% from 2022 to 2031 (Thakur et al., 2023). Despite the merits of FMCG, the sector's performance has been declining in recent times (Malviya, 2019; NielsenIQ, 2022). According to a report, the FMCG sector growth declined to 10.5% in the September quarter of 2019, down from 11.4% in the same quarter in 2018 (Malviya, 2019). Likewise, NielsenIQ (2022) reported that the overall FMCG industry outcomes grew 7.6 per cent in terms of value but its volume growth was negative (-) 0.3%. Similarly, the rural markets declined 2.8% registering the sixth consecutive quarter with negative volume growth. This slowdown in the FMCG sector could be attributed to several factors such as rising input costs which have impacted the sectors profitability and the increasing competition in the market in local and international players (Buck et al., 2020; NielsenIQ, 2022; Rahmawati et al., 2021; Trihatmoko & Mulyani, 2018).

In the United States of America (USA), a survey by Reogma a global business analytics for SMEs (2020) reported that despite the American economy FMCG industry growing at a stable rate and managing to avoid overall volumetric declines, the trend suggests that the physical consumption of products is slowing down as unit volume sales continues to remain flat year-over-year. As of 2019, the overall market value y-o-y was \$14.2 billion that is, 1.8% sales growth in period of a year. In the United Kingdom (UK), a report by NielsenIQ (2022) showed that the UK's FMCG market has been growing steadily in recent years, with sales revenue increasing by an average of 2.9% year-on-year. However, the number of buyers within the market has decreased slightly in the same time period which constitutes a concern. According to a report by Kantar (2022), Indonesia's FMCG market showed positive signs of recovery in 2021, with value growth of 5%, although this was not as strong as the previous year's 9% increase in household FMCG spending; while volume sales grew by a modest 2%, compared with 5% in 2020. Thus, Indonesia's economy has been experiencing fluctuations, including periods of slow economic growth (Kantar, 2023; Purwanto et al., 2021). Notwithstanding observed FMCG growth in 2021, 2022, and 2023, reports after the impact of COVID-19, showed that there is the need to maintain sales growth because the observed minimal percentage of growth could be reversed due to constant consumer preferences (Dewi et al., 2019; Kantar, 2023; Sudaryanto et al., 2019).

In Nigeria, according to data obtained from the Global Retail Development Index (2022), the total FMCG sales growth which stood at \$135 billion in 2015, declined by 20 per cent to \$108 billion in 2021. Data covering the past 18 months are not available, but Nigerians are believed to be worse off as higher inflation caused by fuel subsidy and foreign

exchange (FX) reforms shrink real incomes. Moreover, Business Day (2023) report on FMCG sales growth showed that the profit margins of fast-moving consumer goods (FMCG) firms in Nigeria have hit their lowest level in 10 years. Likewise, data obtained from the Nigerian Exchange Limited showed nine firms recorded a profit margin of 4.9 percent in the first quarter of 2023, a sharp decline from 14.3 percent in the same period of 2013. More so, the firms' combined profit decreased by 51.2 percent to N22 billion in Q1 2023 from N45.07 billion in the corresponding period last year. The combined cost of sales increased by 12.68 percent to N398.9 billion from N354 billion indicating a minimal marginal increase (Nigerian Exchange Limited, 2023). Thus, the dwindling sales growth of FMCG firms has remained a concern for stakeholders and practitioners (Global Retail Development Index, 2022).

Pidduck et al. (2023) opined that entrepreneurial mindset could enable organizations to respond effectively to changes in consumer preferences and market dynamics, which could be crucial for sustaining sales growth in the organizations. However, Ivanov and Rozhkov (2020) argued that some firms have a risk-averse culture, where employees are hesitant to take risks due to fear of failure or lack of support from management. This could stifle innovation and creativity within the organisations, making employees to be hesitant to propose new ideas, take on challenging projects, or suggest unconventional approaches, fearing potential failure or repercussions from management (Effiong & Ejabu, 2020; Ivanov & Rozhkov, 2020; Pinto et al., 2020). On the premise of this discourse, numerous studies have been conducted on entrepreneurial mindset and sales growth (Daspit et al., 2023; Korsakienė et al., 2019; Kozlinska et al., 2020; Sinyolo & Mudhara, 2018). Nevertheless, not much has been done as it relates to fast-moving consumer goods firms in Nigeria. Hence, it is observed, therefore, that a gap exist which needs empirical attention. Consequently, the paper investigated whether entrepreneurial mindset have effect on sales growth of fast-moving consumer goods (FMCG) firms in Lagos State, Nigeria.

Thus, the formulated hypothesis for this paper is stated as:

H₀: Entrepreneurial mindset dimensions have no significant effect on sales growth of selected fast-moving consumer goods (FMCG) firms in Lagos State, Nigeria.

Literature Review

Sales Growth

Sugiharto et al. (2021) referred to sales growth as the increase in a company's revenue over a specific period of time, typically measured in terms of percentages or monetary value. Sales growth is an essential metric for evaluating the performance and success of a business. It indicates the company's ability to generate higher sales volumes, attract new customers, retain existing ones, and expand its market share. Sales growth can be defined as the percentage increase in a company's sales revenue over a specific period, often compared to a previous period (Pravitasari & Khoiriawati, 2022). It represents the company's ability to generate higher sales volumes and reflects the effectiveness of its sales and marketing efforts. Sales growth is influenced by various factors, including

market demand, customer behavior, pricing strategies, and competitive dynamics (Agustiana & Kusumawati, 2022). Sales growth can result from various factors such as increased demand for products or services, successful marketing strategies, improved customer relationships, and entry into new markets. Thus, it signifies the success of a business in increasing its market presence, customer base, and overall sales performance. Sales growth can be achieved through strategies such as product innovation, market penetration, customer retention, and effective sales and distribution channels (Mutiah et al., 2021).

Entrepreneurial mindset

According to (Zahreni et al., 2022), entrepreneurial mindset refers to a set of attitudes, behaviors, and thought patterns that enable individuals to identify and pursue opportunities, take calculated risks, persist in the face of challenges, and innovate in order to create value. The entrepreneurial mindset encompasses a mindset of continuous learning and growth, where individuals are constantly seeking new knowledge and skills, staying open to feedback and new ideas, and embracing failure as a learning opportunity (Jemal, 2021). It involves having a bias for action, being comfortable with uncertainty, and having a problem-solving orientation. (Maziriri et al., 2022) viewed entrepreneurial mindset as marked by a strong sense of autonomy and initiative. Individuals with this mindset are self-motivated, independent thinkers who are driven to take ownership of their ideas, projects, and ventures. A mindset characterized by a proactive, innovative, and opportunity-seeking approach to business and problem-solving. It involves having a vision, being willing to take calculated risks, and being resilient in the face of challenges (Pidduck et al., 2023). These definitions highlight various aspects of the entrepreneurial mindset, including attitudes, behaviors, thought patterns, and traits that are commonly associated with successful entrepreneurs. It is worth noting that developing an entrepreneurial mindset can be beneficial not only for starting and running a business but also for fostering innovation and creativity in various domains (Cui, 2021).

Creativity

Creativity is the ability to generate original and innovative ideas, solutions, or approaches. It involves thinking outside the box, being imaginative, and coming up with novel ways of solving problems or addressing challenges (Acar et al., 2019). Harini et al. (2020) stated that creativity can be defined as the ability to generate ideas, solutions, or expressions that are novel, original, and unique. It involves thinking outside the box, breaking conventional patterns, and introducing new perspectives or concepts into a given domain. It entails the ability to connect seemingly unrelated concepts, find alternative solutions, and think flexibly to arrive at effective and unconventional problem resolutions (Harini et al., 2020). Also, creativity can be viewed as a cognitive process involving the mental activities and processes that lead to the generation of novel and valuable ideas or solutions. It encompasses various cognitive functions such as imagination, associative thinking, divergent and convergent thinking, pattern recognition, and idea generation (Marcone-Dapelo et al., 2020). Furthermore, creativity

can be understood as the ability to adapt and innovate in response to changing circumstances or evolving environments. It involves the capacity to identify new opportunities, explore unconventional approaches, and develop innovative solutions or products that meet emerging needs or challenges (Gajdzik & Wolniak, 2022).

Innovation

Ferreira et al. (2020) opined that innovation is the process of creating and implementing new or significantly improved products, services, processes, or technologies that bring about a positive change and offer a competitive advantage in the market. Also, innovation refers to the introduction of new ideas, methods, or products that lead to increased productivity, economic growth, and the creation of new markets, ultimately driving overall societal prosperity (Cropley, 2015). Innovation is the application of new solutions, ideas, or practices that address social challenges, enhance well-being, and contribute to sustainable development, resulting in positive changes within communities or society. In the view of Thottoli (2021), innovation is the ability of individuals to think creatively, question existing assumptions, and develop novel solutions or approaches to solve problems or meet needs. It encompasses the mindset and skillset required to bring about positive change in personal or professional contexts. There are different forms of innovation such as process, technological as well as business model innovation (Perignat & Meloche, 2021).

Adaptability

Adaptability is the ability of an individual or an organization to adjust and thrive in changing or uncertain circumstances. It involves being flexible, responsive, and open to new ideas, and being able to quickly adapt to changing environments or situations (Uhl-Bien & Arena, 2018). According to Ferreira et al. (2020), adaptability refers to the ability of a business or organization to adjust its strategies, processes, and structures in response to changing circumstances, such as market shifts, technological advancements, or economic conditions. It involves a willingness to embrace change and make necessary adjustments to stay relevant and competitive. Adaptability can be seen as the capacity of a business or organization to learn from past experiences, acquire new knowledge and skills, and apply them to improve performance. It involves a commitment to continuous learning, innovation, and improvement to adapt to evolving customer needs, industry trends, and competitive landscapes (Ferreira et al., 2020). Likewise, adaptability can also be understood as the ability of a business or organization to understand and meet the changing needs and preferences of its customers. It involves actively listening to customers, gathering feedback, and modifying products, services, or business models to better align with customer expectations and enhance customer satisfaction (Puckett, 2022).

Emotional intelligence

Emotional Intelligence (IE) refers to the ability to recognize, understand, and manage our own emotions, as well as to recognize, understand, and influence the emotions of others, in order to effectively navigate social interactions and achieve desired outcomes (Butler

et al., 2022). Nguyen (2022) opined that emotional intelligence encompasses a set of skills that involve the ability to perceive, assess, and express emotions accurately and appropriately, to understand and use emotional knowledge to facilitate thinking and problem-solving, and to regulate emotions to promote emotional and intellectual growth. Sporzon and López (2021) viewed emotional intelligence as a person's capacity to be aware of, control, and express their emotions, and to handle interpersonal relationships judiciously and empathetically. It involves the ability to recognize emotional cues in oneself and others, to use this information to guide behavior, and to adapt to various social and emotional situations (Wang et al., 2022). Emotional intelligence is the ability to understand and manage both our own emotions and the emotions of others. It involves being able to accurately perceive emotions, use emotions to facilitate thinking and decision-making, understand emotional meanings, and regulate emotions to promote personal and social well-being (Shuo et al., 2022). It includes skills such as self-awareness, empathy, emotional regulation, and social awareness, and is often associated with effective leadership, teamwork, and relationship-building (Kanesan & Fauzan, 2019).

Entrepreneurial Mindset Dimensions and Sales Growth

Previous works on entrepreneurial mindset and sales growth have yielded varied results likely due to industry-specific, methodology, geographical location, and or unit of analysis. For instance, Yadav and Bansal's (2021) systematic review investigates the connection between marketing and an entrepreneurial frame of mind. The results indicate that taking on an entrepreneurial outlook may improve marketing strategies and provide tangible results. Cui and Bell (2022) look at how a student's exposure to entrepreneurship classes influences their motivation to start their own business. Findings show that participation in such educational programmes increases both entrepreneurial intent and action. Wardana et al. (2020) investigate how teaching students about entrepreneurship affects their attitude towards and confidence in starting their own businesses. Students' attitudes and sense of competence as entrepreneurs play a mediating role in the favourable influence that entrepreneurship education has on students' entrepreneurial mentality. Osazefua (2019) analyses the profitability and viability of Nigeria's publicly traded manufacturing firms. The research concludes that operational efficiency has a beneficial effect on long-term financial viability.

Kuratko et al. (2023) look at the many manifestations, barriers, and potential countermeasures of the entrepreneurial mentality in corporate entrepreneurship. The results imply that an entrepreneurial mentality is necessary for corporate entrepreneurship to succeed, and that different types of this mindset should be studied. The authors (Diaka et al., 2018) investigate how an entrepreneurial outlook affects the success of SMEs in Nigeria. The research shows that an entrepreneurial outlook greatly affects the success of businesses. Jemal (2020) reviews the research on how an entrepreneurial outlook and skill set might improve the efficiency of small and medium-sized businesses. The results of the research support the idea that an entrepreneurial mentality and level of skill together positively affect business outcomes. Hwang et al.

(2020) investigate the connection between entrepreneurial competences and competitive advantage and the function that innovation capacity plays as a mediator. Mediating the connection between entrepreneurial abilities and competitive advantage is found to be innovation capacity.

Theoretical Framework

The Entrepreneurial Orientation (EO) Theory, first introduced by Miller and Friesen in 1982, is a prominent framework for understanding how organizations' strategic orientations influence their entrepreneurial behaviors. This theory posits that an entrepreneurial orientation is a set of managerial attitudes and behaviors that shape an organization's entrepreneurial activities and long-term performance (Miller & Friesen, 1982). It is based on three primary dimensions: innovativeness, risk-taking, and proactiveness. Innovativeness refers to a company's inclination to introduce novel products or services to the market. Risk-taking indicates an organization's willingness to take calculated risks to pursue opportunities, even if failure is a possibility. Proactiveness represents a company's ability to anticipate and act on future market demands and opportunities before competitors. The EO theory assumes that firms with a higher degree of entrepreneurial orientation are more likely to exhibit competitive advantages and achieve superior performance. These assumptions are based on the belief that innovative and proactive firms can identify and exploit opportunities in the market, leading to increased customer satisfaction, market share, and profitability. Additionally, risk-taking is seen as a necessary element for long-term success, as it allows organizations to gain a competitive edge through bold strategic moves. Several studies have provided empirical evidence supporting the positive relationship between entrepreneurial orientation and firm performance (Lumpkin & Dess, 1996). However, it is essential to note that the EO theory also recognizes that excessive risk-taking without adequate control mechanisms can lead to detrimental outcomes.

Entrepreneurial Orientation (EO) Theory has garnered significant support from researchers and practitioners across various fields due to its relevance and impact on businesses and organizations. EO is a multidimensional construct that encompasses entrepreneurial behaviors and attitudes, emphasizing innovation, risk-taking, proactiveness, and competitive aggressiveness. Supporters argue that EO fosters a dynamic and adaptive organizational culture, enabling companies to identify and exploit new opportunities while responding effectively to changes in the competitive environment (Lumpkin & Dess, 1996). This theory is particularly relevant in entrepreneurial settings, where start-ups and small businesses benefit from a strong EO, leading to improved performance, growth, and long-term survival (Wiklund & Shepherd, 2005). Additionally, EO has been praised for its applicability beyond entrepreneurship, being relevant for established firms seeking to foster a spirit of innovation and adaptability (Covin & Slevin, 1991). By encouraging a proactive and risk-taking orientation, organizations can become more innovative, leading to the development of new products and services, enhanced market competitiveness, and sustained success (Hitt et al., 2001). These assumptions are based on the belief that

innovative and proactive firms can identify and exploit opportunities in the market, leading to increased customer satisfaction, market share, and profitability. Additionally, risk-taking is seen as a necessary element for long-term success, as it allows organizations to gain a competitive edge through bold strategic moves.

Methodology

The cross-sectional survey research design was implemented in this paper to widen the knowledge of a specific population at a particular time (Zikmund et al., 2012). The justification for applying this research design is in consonance with previous works such as Diaka et al. (2018) on entrepreneurial mindset and performance of small and medium scale enterprises; Dođru (2022) on a meta-analysis of the relationships between emotional intelligence and employee outcomes; and Ersari and Naktiyok (2022) on the role of competitive strategies in the effect of entrepreneurial mindset and the entrepreneurial leadership on business performance. The study population was 14,591 employees in various management positions (top, middle, and low-level) from selected fast-moving consumer goods firms in Lagos State, Nigeria.

These firms were chosen from the companies listed on the Nigeria Stock Exchange as of 2019. Among the 16 quoted companies listed, six specific companies were selected for the study: Nestle Nigeria, Flour Mills of Nigeria, PZ Cussons Nig. Plc., Unilever Nigeria Plc., Cadbury Nigeria Plc., and BUA Foods Plc. The selection of these six firms was based on several factors. Firstly, these companies were chosen because they collectively account for over 40% of the output in the food and beverage sector in Lagos State. They are recognized as among the best firms in the food and beverage category within the region. Secondly, these firms are quoted companies in the Nigeria Stock Exchange, indicating their prominence and financial stability. Additionally, they have a significant operating presence in Lagos State, Nigeria. Furthermore, these selected firms have a long-established history, with operations spanning over 10 years. They are known for producing a diverse range of products, and industry reports in the food and beverage sector have identified them as high-performing companies within the fast-moving consumer goods sector.

This study applied the Krejcie and Morgan (1970) sample size determination method to determine the appropriate sample size (n) from the population of food and beverages manufacturing companies in Nigeria. The Krejcie and Morgan (1970) method simplifies the process of determining the sample size for a finite population. Consequently, a sample size of four hundred and ninety-one (491) which included an additional 30% sample size to reduce the number of unreturned data and or missing data (Zikmund et al., 2015). This paper adopted the stratified random sampling technique using a well-structured questionnaire as the research instrument with items adapted. The questionnaire was administered using research assistants. A pilot test using 10% of the sample size was conducted on the questionnaire along with validity and reliability test to confirm whether the instrument to be used could measure what it was expected to measure in the study considering how well the concept was defined by the measure(s).

Similarly, based on the result of the outcome from the pilot study, the factor analysis was applied to eliminate question items that either reduced the suitability of the data (Kaiser-Meyer-Olkin [KMO]) and or strength of the association among the variables (Bartlett test) (Hossain & Azmi, 2020). Also, the content, criterion, and construct validity were established to verify the validity of the instrument. The validated reliability result through Cronbach's alpha coefficients from the internal consistency test showed; Sales Growth (α) = 0.783 and Entrepreneurial Mindset Dimensions ranged 0.764 - 0.825. Primary data obtained from the sampled selected fast-moving consumer goods firms were used in this paper while the multiple regression analysis was applied to study the effect through Statistical Package for Service Solutions SPSS 27.0. Therefore, the multiple regression equation was established based on entrepreneurial mindset dimensions.

Accordingly, the model was formulated regarding the research objective:

$Y = f(X)^n$ that is:

$Y = f(x_1, x_2, x_3, x_4)$

$$Y = \alpha_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \mu_i \dots \dots \dots \text{eq. 1}$$

Where: Y = Sales Growth (SG)

X = Entrepreneurial Mindset Dimension (EMD)

Where:

x_1 = Creativity (CR)

x_2 = Innovation (INN)

x_3 = Adaptability (ADA)

x_4 = Emotional Intelligence (EI)

The functional relationship of the model is presented as:

$$\sum(\text{CR} + \text{INN} + \text{ADA} + \text{EI}) = \text{EMD}$$

$$\text{Hence: SG} = \alpha_0 + \beta_1\text{CR}_i + \beta_2\text{INN}_i + \beta_3\text{ADA}_i + \beta_4\text{EI}_i + \mu_i \dots \dots \dots \text{equ. 2}$$

Where:

β_0 = Constant term

β_1 = Coefficient of creativity

β_2 = Coefficient of innovation

β_3 = Coefficient of adaptability

β_4 = Coefficient of emotional intelligence

μ = Error term (Stochastic variable).

The hypothesis was tested at a 95% confidence interval by utilizing the multiple regression analysis. The study expects that a positive and significant effect will be observed from entrepreneurial mindset dimensions on sales growth. Adherence to strict ethics of research regarding anonymity, respect for human dignity, confidentiality, and non-falsification of data, non-data manipulation was used in the data collection, collation, and presentation process. Also, materials obtained from the studies of other scholars were duly acknowledged.

Results of Analysis

To investigate whether entrepreneurial mindset dimensions have no significant effect on sales growth of selected fast-moving consumer goods firms in Lagos State, Nigeria, the researchers applied the multiple regression analysis. The results of the analysis and parameter estimates obtained were presented in Table 1.

Table 1: Summary of multiple regression between entrepreneurial mindset dimensions and sales growth of selected fast-moving consumer goods firms in Lagos, Nigeria

N	Model	B	Sig.	T	ANOVA (Sig.)	R	Adjusted R ²	F (4,379)
	(Constant)	2.940	0.000	7.608				
	Creativity	0.115	0.317	1.02				
	Innovation	-0.145	0.164	-1.393	0.000 ^b	0.274 ^a	0.065	7.671
	Adaptability	-0.012	0.914	-0.108				
383	Emotional Intelligence	0.428	0.000	4.800				
a. Dependent Variable: Sales Growth								
b. Predictors: (Constant) Entrepreneurial Mindset (Creativity, Innovation, Adaptability, Emotional Intelligence)								

Source: Author's computation, 2024 underlying data from Field Survey

Interpretation

Table 1 shows the multiple regression analysis results for the entrepreneurial mindset components on sales growth of selected fast moving consumer goods in Lagos, Nigeria. The results showed that only emotional intelligence ($\beta = 0.428$, $t = 4.800$, $p < 0.05$) has a positive and significant effect on sales growth of selected fast-moving consumer goods firms in Lagos, Nigeria, while creativity ($\beta = 0.115$, $t = 1.02$, $p > 0.05$) has a positive but insignificant effect on sales growth. Alternately, innovation ($\beta = -0.145$, $t = -1.393$, $p > 0.05$) and adaptability ($\beta = -0.012$, $t = -.108$, $p > 0.05$) have a negative and insignificant effect on sales growth. This implies that entrepreneurial mindset (especially emotional intelligence) is an important factor in the workplace which in turn yields an increase in sales growth.

The R value of 0.274 indicates that entrepreneurial mindset components have a weak positive relationship with sales growth of selected fast-moving consumer goods firms in Lagos, Nigeria. The coefficient of multiple determination $Adj R^2 = 0.065$ indicates that just about 6.5% of variations that occurs in the sales growth in selected fast-moving consumer goods firms can be accounted for by entrepreneurial mindset while the remaining 93.5% changes that occurs is accounted for by other variables not captured in the model. The predictive and prescriptive multiple regression models are thus expressed:

$$SG = 2.940 + 0.115CR - 0.145INN - 0.012ADA + 0.428EI + U_i \text{--- Eqn(i) (Predictive Model)}$$

$$SG = 2.940 + 0.428EI + U_i \text{--- Eqn(ii) (Prescriptive Model)}$$

Where:

SG - Sales Growth
 CR - Creativity
 INN - Innovation
 ADA - Adaptability
 EI - Emotional Intelligence
 U_i - Residual

The regression model shows that holding entrepreneurial mindset to a constant zero, sales growth would be 2.940 which is positive. In the predictive model, it is observed that of all the sub-variables of entrepreneurial mindset, only, emotional intelligence has a positive and significant effect on sales growth. This implies that the management of the company can focus on this component that is why it is the only sub-variable included in the prescriptive model. Innovation and adaptability have a negative and insignificant effect while creativity also has an insignificant but positive effect on sales growth. The results of the multiple regression analysis as seen in the prescriptive model indicate that when emotional intelligence is improved by one unit sales growth would also increase by 0.428 respectively. This implies that an increase in entrepreneurial mindset (emotional intelligence) would lead to an increase in the rate of sales growth of selected fast-moving consumer goods firms in Lagos, Nigeria.

Also, the F-statistics ($df = 4, 379$) = 7.571 at $p = 0.000$ ($p < 0.05$) indicates that the overall model is significant in predicting the effect of entrepreneurial mindset on sales growth which implies that entrepreneurial mindset, especially emotional intelligence is an important determinant in the sales growth rate of selected fast-moving consumer goods firms in Lagos, Nigeria. The result suggests that fast-moving consumer goods firms should pay more attention towards developing this factor of entrepreneurial mindset to increase sales growth. Therefore, based on the overall result, the null hypothesis which states that entrepreneurial mindset has no significant effect on sales growth was rejected.

Discussion of Findings

The findings from the overall results of the hypothesis tested showed that entrepreneurial mindset has a positive and significant effect on sales growth of selected fast-moving consumer goods firms in Lagos, Nigeria. However, the individual results showed that only emotional intelligence had a positive and significant effect on sales growth. On the other hand creativity had a positive but insignificant effect while innovation and adaptability had negative and insignificant effect on sales growth of selected fast-moving consumer goods firms in Lagos, Nigeria. The findings support other conceptual works that claimed the entrepreneurial mindset brings several advantages to individuals. It fosters creativity and innovation by encouraging out-of-the-box thinking and the development of novel solutions. This mindset also promotes

risk-taking and resilience, as entrepreneurs are willing to step outside their comfort zones, learn from failures, and adapts quickly (Liao et al., 2022; Pidduck et al., 2023).

Further, Zemlyak et al. (2022) claimed that entrepreneurial mindset instills proactivity and initiative, empowering individuals to actively seek opportunities and take ownership of their actions and outcomes, as it encourages a proactive problem-solving approach. Additionally, it cultivates adaptability and flexibility, enabling individuals to navigate uncertainties, embrace change, and seize new opportunities. Entrepreneurs with this mindset are open to pivoting when necessary (Cui et al., 2021). Moreover, the entrepreneurial mindset nurtures persistence and determination and fuels individuals with self-belief and motivates them to work hard towards their long-term vision (Zemlyak et al., 2022). This mindset also promotes continuous learning and growth, as entrepreneurs prioritize acquiring new skills and staying updated with industry trends. It values autonomy and independence, allowing individuals to take control of their own destiny and make decisions that align with their vision (Larsen, 2022; Roeslie & Arianto, 2022).

These results are in consonance with the following empirical works. For instance, Osazefua (2019) research concludes that operational efficiency has a beneficial effect on long-term financial viability. Kuratko et al. (2023) added that an entrepreneurial mentality is necessary for corporate entrepreneurship to succeed. Earlier Diaka et al. (2018) had investigated how an entrepreneurial outlook affects the success of SMEs in Nigeria and found that an entrepreneurial outlook greatly affects the success of businesses. Likewise, Jemal (2020) study results of the research support the idea that an entrepreneurial mentality and level of skill together positively affect business outcomes. While the study by Hwang et al. (2020) found a connection between entrepreneurial competences and competitive advantage as mediated through innovation capacity. Yadav and Bansal (2021) study results indicate that taking on an entrepreneurial outlook may improve marketing strategies and provide tangible outcomes. Cui and Bell (2022) found that participation in educational programmes increases both entrepreneurial intent and action. While Wardana et al. (2020) work found that attitudes and sense of competence as entrepreneurs play a mediating role in the favorable influence that entrepreneurship education has on students' entrepreneurial mentality.

Theoretically, the entrepreneurial orientation (EO) theory, by Miller and Friesen (1982), posits that an entrepreneurial orientation is a set of managerial attitudes and behaviors that shape an organization's entrepreneurial activities and long-term performance. It is based on three primary dimensions: innovativeness, risk-taking, and proactiveness. Innovativeness refers to a company's inclination to introduce novel products or services to the market. Risk-taking indicates an organization's willingness to take calculated risks to pursue opportunities, even if failure is a possibility. Proactiveness represents a company's ability to anticipate and act on future market demands and opportunities before competitors. The EO theory assumes that firms with a higher degree of entrepreneurial orientation are more likely to exhibit competitive advantages and

achieve superior performance. These assumptions are based on the belief that innovative and proactive firms can identify and exploit opportunities in the market, leading to increased customer satisfaction, market share, sales growth and profitability. Additionally, risk-taking is seen as a necessary element for long-term success, as it allows organizations to gain a competitive edge through bold strategic moves. Several studies have provided empirical evidence supporting the positive relationship between entrepreneurial mindset and firm performance (Lumpkin & Dess, 1996). However, it is essential to note that the EO theory also recognizes that excessive risk-taking without adequate control mechanisms can lead to detrimental outcomes. Therefore, on the bases of the overall multiple regression results, the null hypothesis which states that entrepreneurial mindset has no significant effect on sales growth of selected fast-moving consumer goods firms in Lagos, Nigeria is rejected.

Conclusion

The objective of this paper which was to investigate the effect of entrepreneurial mindset on sales growth of fast-moving consumer goods (FMCG) firms in Lagos State, Nigeria was established. Thus, the paper concluded that entrepreneurial mindset has a positive and significant effect on sales growth of selected fast-moving consumer goods firms in Lagos, Nigeria. Although, of the components used in this study only, emotional intelligence had a positive and significant effect on sales growth. Given the findings of this study, management should focus on fostering and nurturing an entrepreneurial mindset within the organization. Encourage employees to think creatively, take calculated risks, and explore innovative solutions. Provide training programs and workshops that cultivate entrepreneurial skills among the staff. Additionally, invest in market research to identify emerging trends and consumer preferences, allowing the company to tailor products and strategies to meet the evolving demands of the market. While the study focuses on the fast-moving consumer goods sector, future research could delve into other industries to assess the generalizability of the findings. Each sector may have unique characteristics that impact the relevance and effectiveness of entrepreneurial mindset in driving organizational outcomes.

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