

**COMPETITIVE STRATEGIC CHOICES FOR CHURCH GROWTH IN SELECTED  
PENTECOSTAL CHURCHES OF LUSAKA DISTRICT.**

**BY**

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I Nkhoma Isaac hereby declare that the work herein is my personally researched and written work and has not been submitted to any university or college for a degree or for any examination or academic purposes.

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## **DEDICATION**

This research project is dedicated to my wife Rahabe Banda Nkhoma, our four children Chiyambi, Cifatso, Isaac and Chiyembekezo and my niece Nelia who supported me during this journey of study and research by sacrificing their time to allow me attend to this project. I also dedicate it to my church which has always been there for me during my study.

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## ABSTRACT

The purpose of the study was to identify and establish the various competitive strategic choices selected Pentecostal churches in Lusaka District were using for church growth. The study employed a Convergent Parallel Mixed method. Descriptive survey design was used and data was collected through semi-structured interviews, questionnaire and focus group discussion interview guide. The sample size was 65 participants. Two purposive sampling methods, homogeneous and snowball sampling designs were used to collect data. Data was analysed thematically as well as using descriptive survey analysis with the help of Statistical package for social sciences (SPSS). Findings revealed that in Pentecostal churches of Lusaka district, Differentiation and Diversification strategies were the most prominent competitive strategies which were used, owing to the fact that they were effective and not difficult to use. Findings also revealed that besides competitive strategies, church growth was also influenced by other factors like church location, church building, and Pastors way of doing things that help churches record church growth. On the extent to which these strategies affected church growth, findings established that competitive strategic choices affected church growth to a great extent by 41.5% and to a moderate extent by 26.8%. On the best practices, findings revealed that supporting the needy, assessing the needs, as well as having leaders and board meetings were some of the best practices these churches used to adopt the competitive strategic choices for church growth. The study recommended that, differentiation and diversification which were the mostly used strategies need to be used in a more professional and effective way by the churches to record church growth, hence the need for strategic management training for the clergy.

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## THE LIST OF ACRONYMS USED

PESTEL	Political, economic, social, Technology, Environment, and Legal
RBV	Resource Based View
MBV	Market Based View
ZCAS	Zambia Center for Accountancy Studies
U. S	United States
SPSS	Statistics Package for social Sciences
EFZ	Evangelical Fellowship of Zambia
ED	Executive Director
ZNBC	Zambia National Broadcasting Services
TV	Television

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## **CHAPTER ONE: INTRODUCTION**

### **1.0 Overview**

The chapter provides the background information to the study whose purpose was to identify and establish the competitive strategic choices for church growth in selected Pentecostal churches of Lusaka District. The chapter also stated the statement of the problem, highlighted the research objectives, research questions and the purpose of the study. It further stated the significance of the study, study site, theoretical framework, conceptual framework and the delimitation of the study and the operation definitions were also stated in the chapter.

### **1.1 Background to the Study.**

The world we live in is a dynamic and very competitive world, hence all business entities as well as different organizations including faith based organizations were constantly looking for strategies which could help them succeed and have a competitive advantage over their competitors, by creating and providing value to the customers or consumers of their products.(Teece, 2010). According to Bradley, (2018), the need for new strategies to grow the church was a worldwide need. To show its importance he stated that over 2000 people worldwide google on church growth issues on a monthly basis. When it came to Zambia, it was important to state that the churches in Zambia had a huge responsibility of finding best strategies for church growth because the majority of the population of Zambia was Christian. According to the Zambia 2019 international Religious Freedom report. (United States Department of State, Office of international Religious Freedom, 2020), states that, Zambia's population was estimated to be 16.9 million, while the Zambia Statistics Agency estimated it to be 17.9 Million. Out of this, 95.5% was said to be Christians. 75.3% was estimated to be Protestants and 20.2% as Catholics.

Furthermore, the Zambia 2010 Census of Population and housing Preliminary report review that Lusaka province had about 2, 198 998 people. Lusaka District alone had 1, 737, 206 people, which represents 79.3% of Lusaka Province total population. This means that all the churches in Lusaka district were competing for these same 1, 737, 206 people to be in their churches. This background gave us a picture that Pentecostal Churches needed good effective strategies to implement in order for them to record competitive advantage over others in church growth and membership retention.

The church does not operate in a vacuum, but it operates in a particular atmosphere and environment consequently it is influenced by various situations emanating from its surroundings. The selected Pentecostal churches in Lusaka District were also affected like any other organization by the Political, Economic, social, technological, environmental and legal (PESTEL) atmosphere or situation. Owing to this fact, different churches made use of different competitive strategies because they were dealing with people of different classes and status, as well as people living in different locations of Lusaka. It should be understood that Competitive strategies which different churches used were key basic approaches utilized by these organizations to gain a best position in the market place than others. According to Porter (1980), competitive strategies were those aggressive actions an organization employs with the view of gaining a better position in that field over others. The purpose of using the Competitive strategies in an organization was to help it gain a competitive advantage over other players in that field. According to Wang, (2014) competitive advantage was when an organization outperform its competitors in the same industry by means of using various strategies. It is therefore, imperative for every organization be it business or faith based organisation to select appropriate competitive strategies to implement so as to command a competitive advantage over its competitors. Successful organizations implement certain and suitable competitive strategies based on their situation influenced by political, economic, social,

technology, environmental and legal (PESTEL) and also influenced by organisation's own capability (Inner strength).

In Lusaka District, there were many mainline churches such as the Reformed church in Zambia, United Church in Zambia, Seventh Day Adventist, Anglican Church and Catholic Church etc. which have been in existence for over 100 years now. The mainline churches consider the Pentecostal churches of which the majority of them were less than 50 years of existence as a threat because they consider them as new churches, or new entrants on the market, which were using new techniques and different competitive strategic choices of growing their churches. Pentecostal churches were indeed among the new organizations on the market, which had brought in new ways of doing things such as mass praying (charismatic way of praying) and using new ways of attracting members, new ways of growing the church. It was possible that these selected Pentecostal churches we were dealing with in this study were implementing different competitive strategies as they render service to the people in order to command a competitive advantage over their fellow Pentecostal churches as well as over the mainline churches which had been in existence on the market for a long time.

Churches were not a business, but they needed to become more business-like in their operations if they were to survive, succeed and meet the needs of their members, in this competitive world. (Webb, *et al.*, 2014). Therefore, it was important to note that in Business circles, there is a theory called "Creative Destruction," which was postulated by Joseph Schumpeter, which refers to new entrepreneurships rendering old businesses obsolete as they use their creative and innovative ways and strategies. (McKnight *et al.*, 2001). According to McKnight, *et al.*, (2001), this theory of "creative destruction" has proved that old businesses and old organizations were rendered obsolete somehow by the creativity and innovations which were brought about by the new businesses or

new organization. In a similar way Pentecostal churches which were considered as new churches as compared to the mainline churches, were taken to be a force of “creative destruction” to many mainline churches, because their style of doing things had been a great attraction to many members from mainline churches. This showed that these Pentecostal churches were implementing certain competitive strategies which were a source of attraction, to people. It was essential to state that competitive strategies gave organisations a competitive advantage over their competitors and were a guarantee to the organisation sustainability in the market. (Ekeagbara, *et al.*, 2019). This led us to the position of appreciating the use of Porters Five Forces which Dalen (2014) has highlighted in his study. We can therefore, state that the five forces of Porter were important in this study because Pentecostal Churches were considered as new entrants on the market of the church as well as great competitors who were storming the market, with great membership bargaining power. (Dalen, 2014). This was the reason why this study was there to investigate, identify, establish the competitive strategic choice which selected Pentecostal churches were using in order for them to grow the church and have a competitive advantage over their competitors.

## **1.2 Statement of the Problem.**

In the business world as well as in different institutions, competitive strategies were a key and cardinal elements used for them to thrive. Churches as institutions in this era were expected to manage things and deliver their services in an effective and professional way. Even though churches were not business entities, they were expected to be managed like business entities, by using business principles, techniques and strategies for them to have competitive advantage over others. Porter, (1985) defines Competitive strategy, as the search for a favourable competitive position in an industry. The church needed these Competitive strategies since they were strategies

used by any vibrant organisations, to compete successfully without tension in order to gain a competitive advantage over the other competitors.

Webb, et al, (2014) and Bradley, (2018) stated that globally churches have a challenge of Stagnation and membership loss. In Africa also, Atoyebi, (2010), adds his voice that church stagnation has been a challenge even in African cities and Nations. When it came to Zambia statistics also showed that the percentage of Christian's country wide had been stagnant at 95.5 % since 2016. According to the researches done by the US Office of International Religious Freedom in 2019 and the census done by the Central Statistics Office of Zambia, Christianity in Zambia stands at 95.5% of the total population. The finding from these reports were for 2015, 2016 and 2019, and they revealed that the church in Zambia in 2016 had 95.5% of the total population of Zambia as Christians against 95% in 2015 of which it was a slight growth which was recorded in 2016 of 0.5%. From 2016 to 2019 which was the period covered in the research, the percentage of Christians in Zambia remained stagnant at 95.5% for four years. This meant that the church in Zambia had not grown but had managed to remain at the same level for a number of years. We can therefore, say that stagnation and lack of growth for churches was a global and local problem, hence the need for this study to investigate and identify the competitive strategic choices for church growth different selected Pentecostal churches of Lusaka district were implementing to change the situation of stagnation and lack of church growth.

### **1.3 Purpose of the Study**

The purpose of this study was to identify and establish the various competitive strategic choices different Pentecostal churches in Lusaka District implemented in order to attain church growth.

#### **1.4 Study Objectives.**

1. To identify competitive strategic choices for church growth selected Pentecostal churches in Lusaka District implement.
2. To establish the extent to which competitive strategic choices affect church growth in Pentecostal churches.
3. To assess best practices Pentecostal churches use in the adoption of competitive strategic choices for church growth.

#### **1.5 Research Questions.**

1. What competitive strategic choices do Pentecostal churches use for church growth in Lusaka District?
2. What extent do these competitive strategic choices affect Church Growth in Pentecostal churches?
3. What best practices do Pentecostal churches use to adopt competitive strategic choices for church growth?

#### **1.6 Significance of the Study.**

The findings of the study may add value and contribute positively to the body of knowledge and literature in Zambia, Africa and entire world. These findings might help the people leading and managing faith based institutions especially the clergy who are managers of those institutions to know and improve on running their institutions in a professional way by using effective and well proven strategies that help in bringing out a competitive advantage to an institution. The study might also help different institution managers as well as the general public within and outside Zambia to know that there are various competitive strategies which need to be implemented by the

leadership and management of institutions/ organisations if they were to record competitive advantage and church growth in their respective organisations.

Competitive strategies may increase the effectiveness in regard to service delivery to the communities and result into meeting people's needs in an excellent and efficient way. This study might be relevant to Education Leadership and Management because it brought out critical and important things in regard to effective managerial and leadership skills, abilities and strategies. The study might bridge the gap of knowledge by adding more knowledge to the pool of knowledge already available in the area of competitive strategies. The study might be significant not only in Zambia or Africa but across the globe.

### **1.7 Study Area**

The study area was the selected Pentecostal churches in Lusaka district of Zambia. The purposive sampling was used to select the Pentecostal churches in Lusaka District as the study site for this study.

### **1.8 Delimitation of the Study.**

The study was carried out in the 12 selected Pentecostal churches of Lusaka District in Zambia

### **1.9 Theoretical Framework**

The study was guided or underpinned by two dominant and important theories of competitive advantage. The theories this study used were the Market Based View (MBV) and Resource Based View (RBV) theories. These theories helped the researcher to understand the competitive market place positioning (Hooley, et al., 2017). The Market Based View theory was postulated by Mason and Bain in 1990s, while the Resource Based View theory was postulated by Wernerfelt B, Barney J and Prahalad and Hamel. It was essential to state here that the Market Based View (MBV) theory

also known as the Market positioning view, brought to light the industry factors and external market conditions as the primary determinants of organizations performance. (Wang, 2014). Furthermore, Wang, (2014) added that Resource Based View (RBV) was another dominant theory used when selecting some competitive strategies for the organization to record a competitive advantage over other competitors. This theory focused on the organization's internal environment as the main and primary drivers for competitive advantage. The theory emphasized on the internal resources and the internal capacities which the organization has developed in order for it to compete favourably on the market environment with the view of gaining a competitive advantage. According to Ekeagbara, et al., (2019), the resource based view, was a theory which strategic organisations used to identify their abilities and resources within the organisations and used those resources to develop sustainable strategies that were able to give the organisation a competitive advantage over its competitors in the industry/ sector.

The MBV and RBV theories helped in identifying and establishing which competitive strategies the selected Pentecostal churches in Lusaka District were implementing in order to grow their churches. This was possible because these two theories covered all aspects and factors that the organization considered when coming up with the appropriate competitive strategies. The study used these MBV and RBV theories because they viewed resources and market conditions as the key, in regard to attaining superior and high position organization performance over other competitors (Ovidijus, 2013).

### **1.10 Conceptual Framework**

The study employed the conceptual frame work with competitive strategies as the independent valuables, and church growth as the dependant valuable, while things like location, gender age and



academic levels as Extraneous valuables that were likely to influence the dependent valuable in some instances.

### **1.10.1 Competitive Strategies**

It should be understood that competitive strategies such as Differentiation, Diversification, Low Cost Leadership, Focus specialisation might be competitive strategic choices for churches to record church grow, because different churches used different strategies for church growth hence the need for this study to identify and establish which churches used which strategies.

### **1.10.2 Church Growth**

Church growth as a dependent valuable was dependent on various competitive strategies as well as many other factors such as location of the church or the family connections which were considered as extraneous valuables. This meant that for church growth to take place there were things which made or caused the churches to grow, hence church growth was considered as a dependent variable.

### **1.10.3 Extraneous Valuables**

According to Okeke and Van Wyk, (2015) extraneous variables are those variables which have an effect on both the dependent and independent variables and they are not controlled. These were valuables which might help the dependent valuable to record certain results based on various reasons or factors. For example in regard to church growth, the location of the church may not be controlled by anyone on how it was influencing members to go to that church.

## Conceptual Framework

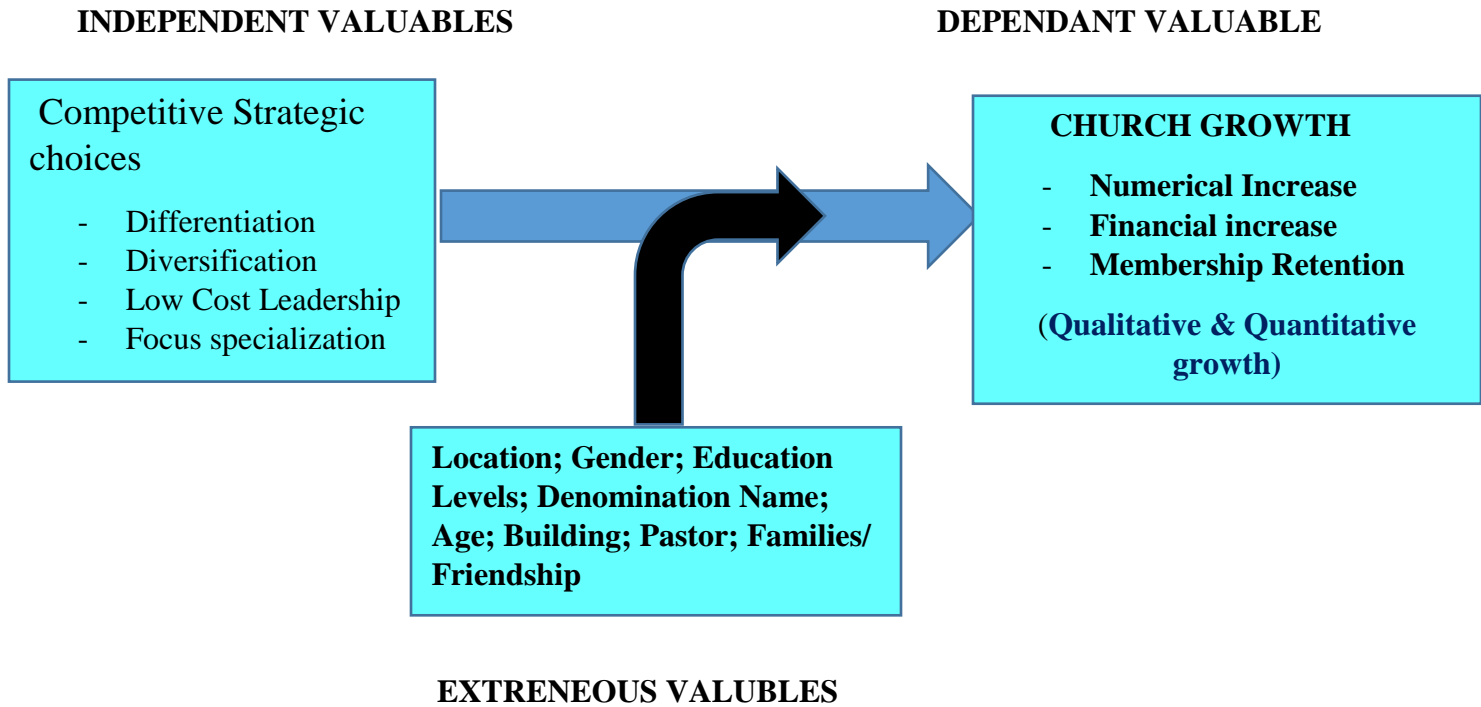


Figure 1.1 Source: Okeke and Van Wyk, (2015)

### 1.11 Operation Definitions

**Competitive Strategies:** These are the various strategies which people or organizations use in order to achieve a competitive advantage over others.

**Strategic Choices** are the specific steps people take to deploy resources

**Implement:** Is a process or action of putting a decision or strategy into action.

**Pentecostal Churches:** These are newly introduced charismatic churches which were born out of the Pentecostal movement of revival.

**Church growth:** It is the upward increase of the church, in all its areas of life, numerically, financially and materially too.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0 Overview**

The chapter looked at the different literatures from global perspective, African perspective and local perspective which dealt with issues of competitive strategies and church growth. The reviewed literatures were there to give us insights and pointed the researcher to the need for examining and identifying competitive strategic choices for church growth which selected Pentecostal churches of Lusaka district, were implementing for them to record church growth.

### **2.1 Competitive Strategies and Related Literature from a Global Perspective.**

From the global (Overseas) perspective, Teece (2009), wrote a journal paper on Business models, Business strategies and Innovations, where he emphasized on models, strategies and innovations as key things for organizations if they were to record competitive advantage over their competitors. The findings revealed that engaging good models, good strategies and proper innovations leads to effective business and service delivery to the customers. Findings further revealed that strategy analysis was a great key for any organisation designing a suitable and sustainable model to use when desiring to record competitive advantage over its competitors. Another study was done by Jones (2019), in United states of America on Church Membership, the findings states that, church membership in United States of America has been declining from 69% on average in 1998 through to 2000, to 52% in 2016 through to 2018. This meant that the church had not been growing nor retaining its membership, hence the need for the churches everywhere, to engage certain gamesmanship strategies to change the situation from declining to growing.

Webb, *et al.*, (2014), also conducted a study on “Church Marketing: Strategies for Retaining and Attracting Members.” The findings were that many churches have been losing members ever since 1970s, hence the church’s needed to come up with new strategies of attracting and retaining members. The Research was conducted on three protestant church Pastors on how they market, attract and retain members in their churches. The findings were that, the strategies of personal contact with people through referrals and direct mailing were the most effective ways for both retaining members and attracting new members, while radio and other adverts were an effective way of attracting new members. Webb, *et al.*, (2014) recommended future research to be done in the areas of exploring the impact of marketing tools or marketing strategies which were able to help pastors to grow the church by recruiting new members, retain the members and build both the church and members. The study was done in United States and was limited to the Presbyterian, Lutheran and Episcopalian churches, hence generalisation should be applied with caution. (Webb, *et al.*, 2014). The identified gap from these studies was that competitive strategic choice for church growth in Pentecostal churches of Lusaka district were not addressed in the study.

Furthermore, in China, a study was done by Zeng, (2019) on Competitive Strategies – Case of DDL Construction Company. In this study Zeng used DDL as a case study, and the findings were that DDL was recommended to use a Focused Differentiation Strategy if it was to command a competitive advantage. The theory of analysing the internal and external development environment and the resource capabilities of DDL which were used in the study were appropriate and adequate to help the researcher come up with the best results.

## **2.2 Competitive Strategies and Related Literature from the African Perspective.**

In Africa there were several studies which have been done by different researchers though not addressing the full subject matter of this study but they have given some insights by addressed different segments of the current study. In 2014 a study on Competitive Strategies was conducted in Kenya by Musili. In his study he looked at “Competitive Strategies Adopted by Mainstream Churches in Nairobi County.” (Musili, 2014). The findings revealed that though church was not business, but there was too much competition on the market which made every church to adopt some competitive strategies if it wanted to command a competitive advantage over other churches. The study reported that all the mainstream churches in Nairobi County had adopted certain competitive strategies more appealing and important, based on their systems of operations. The findings of the study revealed that differentiation, low cost leadership, focus differentiation, diversification and clear strategic plans were used as competitive strategies which the mainstream churches adopted in Nairobi County, Kenya. Thus, the study recommended that further studies should be done on Evangelical, Pentecostal and charismatic churches too, as well as increasing the population samples in order to help in generalising the findings, but does not state which church had a competitive advantage over others.

Muasa (2014) did a research on Cost Leadership strategy and sustainable Competitive Advantage of Naivas Supermarket as a competitive strategy which Naivas Supermarket has adopted in order to gain a competitive advantage on the market. The literature on Naivas Supermarket helped the readers to know that all institutions, business entities and organisations need to make use of competitive strategies to command a competitive advantage in their fields of operations. The findings revealed that Naivas Supermarket was applying Low Cost Leadership in its operation to gain competitive advantage even though more has to be done for it to obtain Sustainable

competitive advantage over others. The research established that senior managers should undergo occasional trainings for them to up the game in business. The research also recommended that further research should be conducted on cost leadership and differentiation strategies in the retail chain business because these parallel strategies are often adopted. The researcher used the right research design of a case Study because the research was based on an organization known as Naivas Supermarket. This study done by Muasa, (2014) focused only on one strategy of low cost strategy, hence making this current study very relevant since it is a study looking at Competitive strategies implemented for church growth by selected Pentecostal churches in Lusaka. Atoyebi, (2010) stated in his research that the factors of church stagnation in Nairobi city were that churches stagnate in the metropolis because of several factors ranging from a weak or failing leadership who neither stay on the job in church nor stay on the Word on pulpit. His findings were that in Nairobi there are so many churches which have stagnated and they need to be revitalized .The researcher found out that a few churches have recorded a turnaround by recording revitalization. Some of the things which have helped the stagnant church come out of the stagnation has been the effective preaching of the word of God, and creating the atmosphere of unity. The other finding was that only very few churches in Nairobi have experienced a turnaround in church growth, but most of the churches were stagnant, just like many churches on the continent are stagnant.

Furthermore, in the continent of Africa, another a study was done in Cameroon by kouaga, (2018) on Pentecostal churches in Cameroon, but focusing on “Language Management in International Pentecostal churches in Cameroon. The findings of the study revealed the challenges faced by Pentecostal churches in Cameroon, because Cameroon has so many ethnic languages, hence to have a church which is called International, the leadership has to use international languages too.

This required the leadership to devise some strategies of how to make their church command a competitive advantage and have an International face as their names indicate. The survey done by Kouaga (2018) reveals that international Pentecostal churches use both English and French as official languages in church and these two are interpreted into the prominent local language based on the people who are in that church. To get this data the researcher used interviews, questionnaire and informal discussions with the respondents. The research was confined to the city of Yaoundé only. The study revealed that there was need for the Pentecostal churches in the city of Yaoundé to properly implement the Bilingual policy of Cameroon well and effectively, because bilingual policy is the best strategy of making one's church international.

In Nigeria another study was conducted to investigate the use of Public Relations Strategies in Conflict Management in Agape Gospel Mission (Adafejirhaye and Alao, 2019). The findings show that the researcher used an in-depth interview methodology to get proper data. The findings showed that public relations strategy was one of the main strategies the church was using to grow the church. The researcher only used interviews in data collection, but it would have been better if a questionnaire was also used to get more data to add on the data the researcher got from interviews. The study recommended public relations tools to be used by other churches especially the Pentecostal churches. The gap in these studies was that strategic choice for church growth for Pentecostal churches in Lusaka District was not addressed by all researchers.

### **2.3 Competitive Strategies and Related Literature from the Zambia's Perspective**

A study entitled "An Inquiry into Growth Strategy used by Business Colleges in Zambia," was conducted with the focus on Zambia centre for Accountancy Studies-ZCAS. (Mwansa, 2007). The study focused on 'ZCAS as a business college in Zambia, and the results show that ZCAS is

recording growth in its business because of using differentiation strategy and others strategies for growth. Findings show that ZCAS was commanding a Competitive Advantage in the world of Education business in Zambia. The research was qualitatively done and data was collected by using interviews and a straight forward questionnaire to avoid complications and resistance from respondents. Findings show also that ZCAS had a strategic plan, because growth does not just happen but it must be planned for, by using various strategies. (Mwansa, 2007).

Kayombo and Carter, (2019) also did a different study on Competitive positioning of a Higher Education Institution in Zambia- A case of ZCAS. The focus of the study for Kayombo and Carter (2019) was also ZCAS. The study used a quantitative method, and the findings review that ZCAS has a fairly strong brand position in Zambia's Higher Education sector, because of its identified courses available, teaching quality, good facilities and infrastructure which are the top four sources of competitive advantage for ZCAS in the Higher Education Market Place. The recommendation for ZCAS to sustain its high brand position in the Higher education, is to enter into partnership with top universities in Southern Africa, especially South African universities.

In addition, Phiri, (2016) did a study entitled, *Zambian Current Economic Challenges: Can growth strategies, turnaround strategies and alternative strategies rescue the economy*. The study findings were that there are various growth strategies which a dying economy, dying business or dying organisation can use to get revived. Market Penetration, market development, Product development, diversification and Horizontal strategies and other alternative strategies which the researcher has mentioned in his study such as cost leadership and others are the findings the study brought out which are able to give an organisation competitive advantage over its competitors.

In light of the given findings from Mwansa (2007), Kayombo and Carter (2019) and Phiri (2016), the literature provided by these studies helped the current study to become more relevant because



it is a study that was seeking to identify and establish the competitive strategic choices for church growth which selected Pentecostal churches of Lusaka District were using. In regard to church growth and membership retention, the researches done by the US Office of International Religious Freedom in 2019 and the Research through census done by the Central Statistics Office of Zambia, shows that Christianity in Zambia stands at 95.5% of the total population. Furthermore, the finding from the reports which were given by the U. S Office of International Religious Freedom for 2015, 2016 and 2019, reviews that the church in Zambia in 2016 had 95.5% as Christians against 95% in 2015 of which it is a slight growth which was recorded in 2016 of 0.5%. Findings from the reports revealed that from 2016 up to 2019 the church in Zambia had not grown, because the percentage of Christians countrywide has remained stagnant at 95.5% for the past four years. The church in Zambia has not grown but it has managed to retain its membership statistics for the past four years. This literature gave the current study more relevance because the growth of Christianity has not been adequate in the country hence the need to identify, examine and establish the strategies selected Pentecostal churches use for church growth in Lusaka District. Therefore, as observed from the literature done by different researchers worldwide such as, Teece (2009); Jones (2019), Webb (2014); Muasa (2014); Musili (2014); Kouaga (2018); and Mwansa (2007), Phiri (2016), Kayombo and Carter (2019) and many more, we can confidently state that all the researches done have provided good insights to us, but no literature explicitly addresses the issue of competitive strategic choice for church growth and membership retention in selected Pentecostal churches of Lusaka District. Hence the current study is important because it might help to investigate, identify and establish the various competitive strategic choice, which selected Pentecostal churches use for church grow and membership retention in Lusaka District.

Consequently, this study would be relevant because it might add some knowledge to the existing literature which would also help in filling the gap in this field of study.

#### **2.4 Summary**

This chapter reviewed available literature related to competitive strategies, church growth in Pentecostal churches. The chapter further analysed literature on other institutions and business entities as long as they were addressing issues of competitive strategies, growth. The literature reviewed showed that, Studies on Competitive strategies, Pentecostal churches, and church growth have been tackled across the globe by different researchers from different continents and countries of the world. The chapter reviewed global literature, literature from the African continent and local literature.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Overview**

This chapter looked at the research design, population size, sample size, sampling techniques, types of data, data collection instruments, data collection procedure, data analysis procedure and Ethical considerations.

### **3.1 Research Design**

Okeke and Van Wyk (2015), defines research design as a detailed plan or blueprint that direct the researcher in finding ways in which one has to carry out the research at hand. This study employed a Mixed Method approach while using a Convergent Parallel design. According to Okeke and Van Wyk (2015), convergent Parallel mixed method is a research method of gathering data by means of using both qualitative and quantitative data at the same time. The mixed method research design which is also sometimes referred to as a triangulation mixed method helped the researcher to identify and establish the type of competitive strategic choices for church growth which selected Pentecostal churches of Lusaka District implemented. The reason why the researcher used the convergent Parallel mixed method approach, was because the researcher collected the data from the participants through interviews, focus groups discussions and questionnaires, concurrently. Hence data was analysed both qualitatively and quantitatively by using thematic analysis, and descriptive survey analysis, while using statistical packaging for social sciences (SPSS). After analysing both qualitative and quantitative data, Deterministic Analysis was also used to arrive at the research findings.

### **3.2 Target Population**

Target population is defined as a group of persons, objects or items that fit in a certain specification where samples are taken for measurement. (Okeke and Van Wyk, 2015).

The target population was 65 Participants whose participants were, the clergy, elder and general members, and these were the Clergy in charge of the selected Pentecostal churches, Clergy from selected mainline churches, Executive Director for Evangelical Fellowship of Zambia (EFZ), Elders of selected Pentecostal churches and church members from the selected Pentecostal churches.

### **3.3 Sample Size**

A Sample size is defined as portion of the total population which is selected in the study to represent the whole population. (Tamie, 2005) and (Kukano, 2019). The sample size for this study was 65 participants comprising of the clergy, elders and just church members. The study dealt with 12 selected Pentecostal churches with 5 participants from each one of these churches. The other participants were the 4 Clergy from the mainline churches and 1 Executive Director for EFZ as people who were able to give their views not as insiders but as outsiders in order to triangulate the data. Hence the breakdown of the participants categories was as follows: 12 Pentecostal Clergy in Charge of the selected Pentecostal churches, 12 church Elders, 12 focus groups comprising of 36 church members in total, of which 12 were men, 12 women and the other 12 youths, 4 Mainline Church clergy and 1 EFZ, Executive Director. All these participants were drawn from within Lusaka District. A well-chosen sample size was important because it helped the researcher to have a correct display of the population in the study.

### **3.4 Sampling Techniques**

The study used Non Probability sampling design. Bryman, *et al.*, (2014) defines Non Probability Sampling as a technique that gathers samples by using a process that does not give all the people in the study population an equal chance of being selected when collecting data. Non Probability sampling design has a number of sampling techniques under it. Therefore, this study used two techniques, and these are Homogeneous sampling and Snowball or Chain sampling techniques.

These two purposive sampling techniques (Homogeneous and Snowball) were used on the three categories of respondents. Homogeneous Sampling is the sampling that selects a group of people in a same category or profession based on knowledge and purpose of study of which in this study were the clergy. The 4 Clergy from the mainline churches, the Executive Director for EFZ who was also clergy, and the 12 Pentecostal clergy in charge of the selected Pentecostal Churches, while Snowball sampling technique which is a technique where the researcher is pointed to the next respondent by the first respondent who knows other people who have the data needed. Therefore, the 12 Church Elders and the 12 focus groups of 3 participants each group, which gave us 36 Church members of which 12 were Men, 12 Women, and 12 Youths were selected through snowball sampling.

### **3.5 Data Collection Instruments**

This study employed a mixed method of collecting data. In a mixed method research, researchers use research instruments such as questionnaires, interviews guides for data collection (Jahnsen, and Larry, 2014). In this study, Semi-structured interview guides, questionnaires and focus group discussion guides were used to collect data from the participants. The semi-structured interview guides were administered, the Clergy in charge of the selected Pentecostal churches and the clergies from the mainline churches as well as the Executive Director of EFZ as people who saw what was happening in the different Pentecostal Churches. The questionnaires were administered

to the Church Elders while the focus group discussion interview guides were used for the other respondents who were the 3 church members from each selected Pentecostal church.

### **3.6 Types of Data collected**

The primary data is a set of raw information which was collected by the researcher in various ways. In this study data was collected through semi structured interview guides, questionnaires and focus group discussions. The strength of primary data was that, it was the data that specifically addresses the research questions in the study, and it was reliable because it was collected by the owner of the research. On the other hand, the weakness of primary data was that it was difficult to gather because it was totally dependent on the openness of the respondents in giving out right and detailed information. In this study Primary data dominated the study because it was the data that a researcher collected through semi- structured interviews and questionnaires.

### **3.7 Data Collection Procedure**

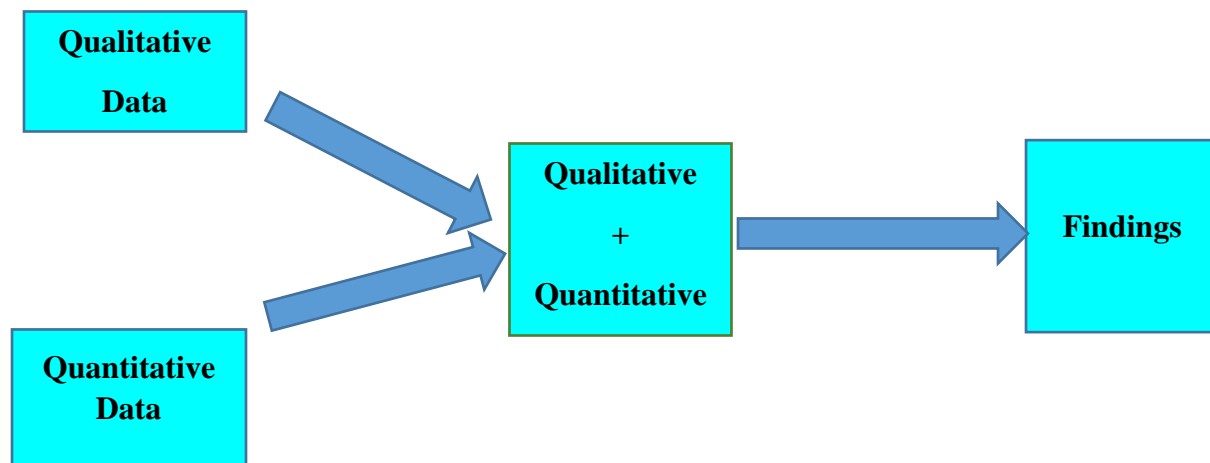
To collect the data the researcher first got a research permit before embarking on the data collection. The researcher also made sure that there was adherence to all ethical issues and compliance to the law and laws of research. The primary data was collected by using a Semi-Structured interview guides, Questionnaires and focus group discussion interview guides.

### **3.8 Data Analysis Procedures**

The study analysed the data qualitatively and quantitatively because it used a convergent parallel mixed method. Qualitatively this study used a Thematic Analysis procedure. Lorelli, *et al.*, (2017), Braun and Clarke, (2012), describes Thematic Analysis procedure as a method used for identifying data, analysing, organizing, describing and reporting the themes found in the data collected. Quantitatively the data was analysed by using descriptive survey analysis, by making use of the

Statistical Package for Social Sciences (SPSS). After converging the data collected which was analysed qualitatively and quantitatively the researcher used deterministic Assumption (Analysis) to arrive at the findings of the study. Johnson and Christensen, (2014), explained that, deterministic assumption stated that, all events have got causes and are determined by a previous state of affair. For example good passing results are caused by good teaching or good studying. Hence deterministic analysis helped the researcher to analyse the merged quantitative and qualitative data, since the researcher used a convergent parallel mixed method of collecting and analysing data. Figure 3.1 showed the Parallel Convergent mixed method used in this study.

Figure 3.1 Convergent Parallel Mixed method.



Source: Creswell (2014)

### 3.9 Ethical Considerations

The study took into consideration the ethical issues so that both the researcher and the respondents were free and happy as the research was conducted. The researcher assured the participants that the information gathered from them was to be treated with total confidentiality. The researcher

also did not bribe the participants when getting information from them. The researcher got a clearance from the university before venturing into data collection.

### **3.10 Limitation of the Study**

The Homogeneous purposive sampling design which was used on the clergy and their churches could not work on a few chosen clergy and churches, because some clergy declined diplomatically, hence making the researcher choose other clergy and churches to replace them. The Snowball sampling design also delayed and dragged the process of interacting with the respondents in some churches because the clergy took long to point the researcher to the Elder, and the other three focus group members.

The aggressiveness of the coronavirus (Covid -19) at the time of data collection made the interviews with clergy and focus group discussion to be done on phone instead of having physical contacts with the respondents, except the two respondents whom the researcher had a physical interview with them.

### **3.11 Summary**

The chapter discussed the research design in depth as well as justifying it. The population size, sample of the population, sampling procedures, data collection instruments, as well as data collection procedure and type of data collected. Furthermore, the chapter presented how data was collected, analysed and interpreted.



## **CHAPTER FOUR: PRESENTATION OF FINDINGS**

### **4.0 Overview**

Chapter three brought out the methodology of data collection and analysis used in this study.

Therefore, this chapter presented the findings the researcher got from the study that was conducted. The purpose of the study was to identify and establish the various competitive strategic choices selected Pentecostal churches in Lusaka District implement in order to attain church growth. The findings of the study were there to address the research objectives which were to identify the competitive strategic choices for church growth selected Pentecostal churches in Lusaka District implement, establish the extent to which competitive strategic choices affect church growth in Pentecostal churches, and also to assess the best practices Pentecostal churches use in the adoption of competitive strategic choices for church growth. The results of the findings were presented according to the categories of the respondents who were shown in the respondent's demographic chart, who are the Pentecostal clergy, mainline clergy, Executive Director EFZ, Church elders and focus groups of church members. The presentation of findings were in line with the themes of the study which were evoked from the research questions of this study.

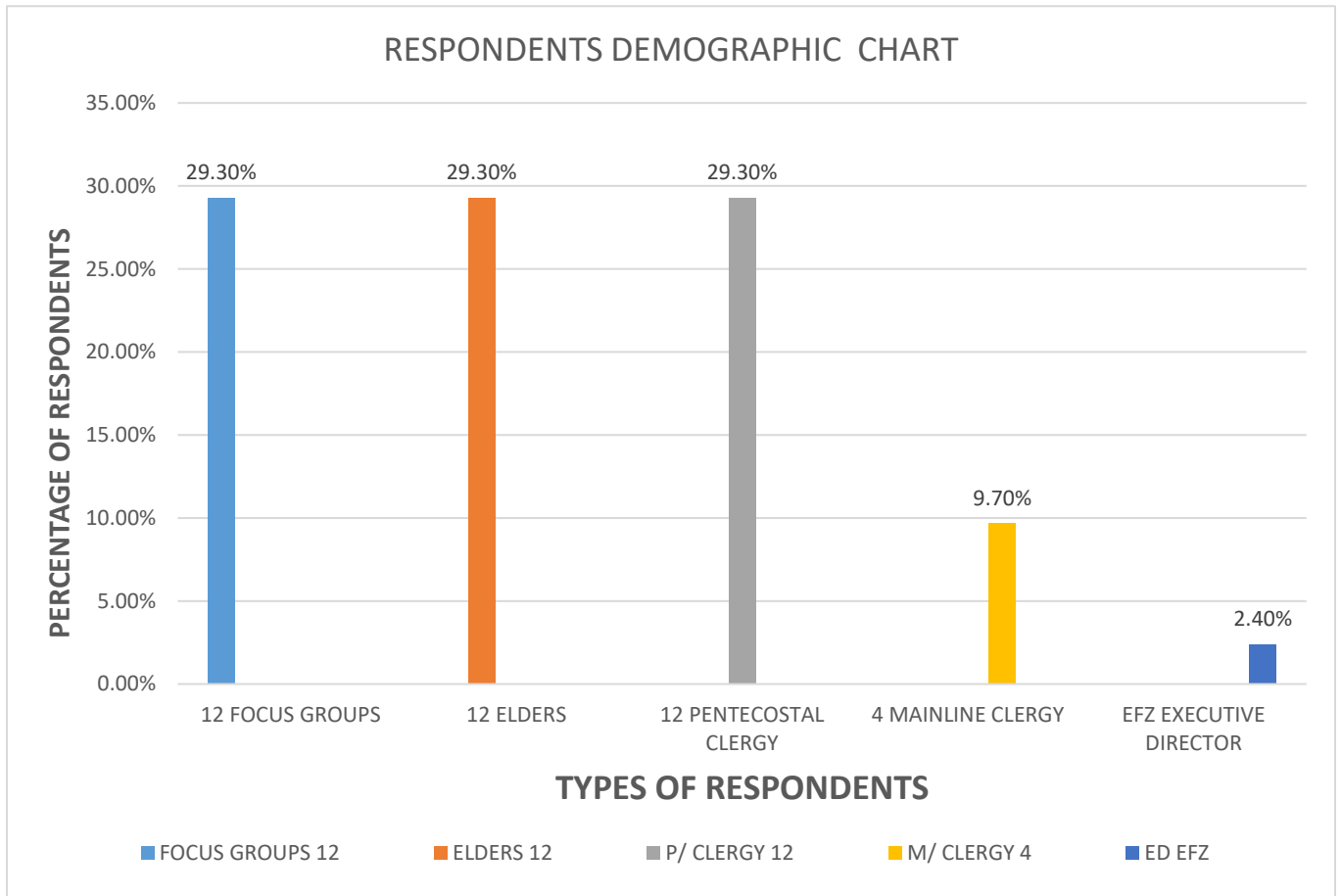
### **4.1 Respondents Demography**

The aim of this chapter was to provide answers to the three research questions this study was addressing. To answer all the three research questions adequately both qualitative and quantitative data was collected by the researcher from 5 categories of respondents of whom three categories were from the selected Pentecostal churches who are the 12 clergy, 12 elders and 12 focus groups of 36 Church members, while the other 2 categories comprise the 4 clergy from mainline churches and 1 EFZ Executive Director who were the respondents seeing things with an independent eye

since they were not among the 12 Pentecostal churches selected in this study. The findings were gotten from the participants through the use of individual interview with all the 15 clergy individually, of which these were the 12 Pentecostal Clergy, 4 Mainline Clergy, and 1 EFZ Executive Director who was also a clergy. The other respondents were the 12 Elders from the 12 selected Pentecostal churches who were given questionnaires to answer and the 12 focus group discussions were conducted with church members from the 12 selected Pentecostal churches in Lusaka district. All the 5 categories of respondents gave responses to the questions addressing the three objectives of the study. To have a better understanding of the respondents of this research, below is the respondent's demographic chart.

The 12 focus groups of church members represented a 29.3% of respondents, the 12 Administrative Elders represented 29.3%, and the 12 Pentecostal clergy represent also represented a 29.3%, while the 4 Mainline churches Clergy represented 9.7 % and 1 EFZ Executive Director represented a 2.4%. The respondent's demographic chart shows that 29.3 % of the people in Pentecostal churches being led by their church leaders identified the type of strategies their churches were using for church growth, while 29.3 % of the Pentecostal clergy and 29.3% of the Pentecostal Administrative Elders who represented a 58.6 % of respondents from the administration of the church. The other 12.1% was the mainline clergy who observed the operations of Pentecostal churches in the way they grew their churches from outside point of view and EFZ Executive Director who also observed the churches from a mother body point of view.

Figure 4.1 Respondents demographic chart showing their numbers and percentages in this study.



Source: Field Data (2021)

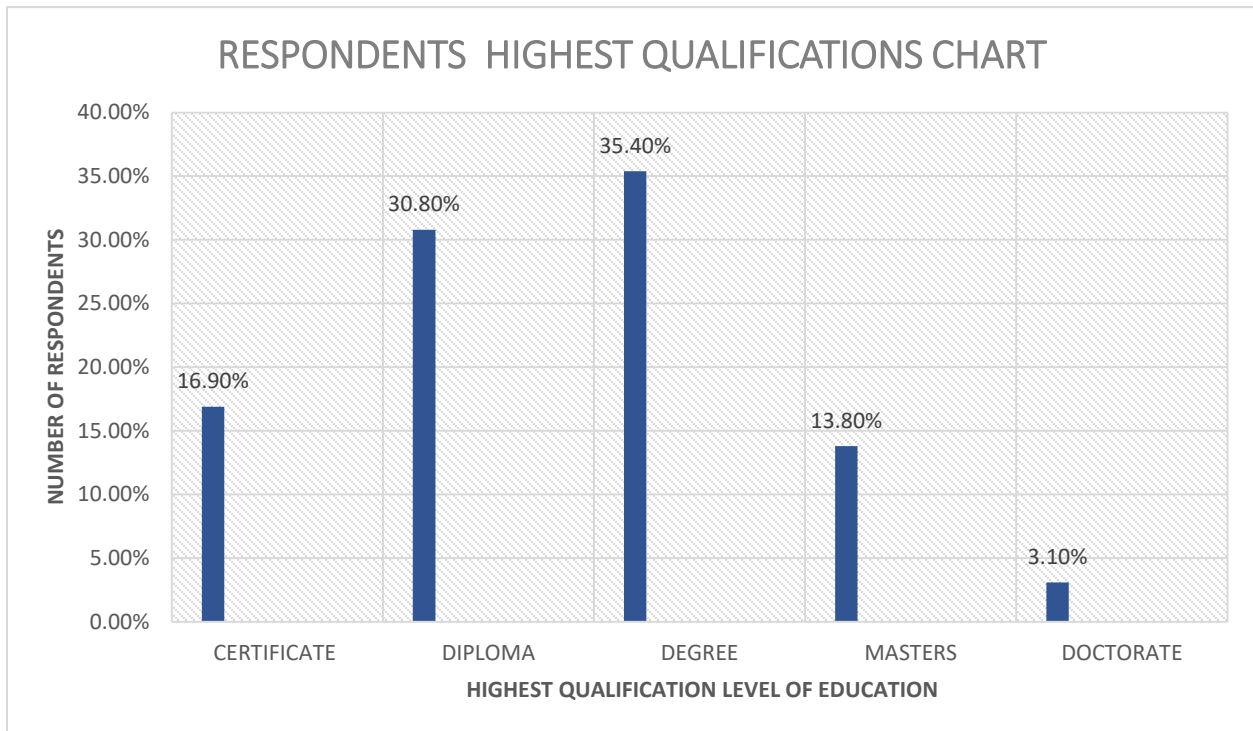
The respondent’s demographic chart showed that three categories of respondents who are the Focus groups, Elders, and Pentecostal clergy were taken from the 12 selected Pentecostal churches and the two categories of respondents were taken from outside Pentecostal churches to give a balanced view as they viewed things from outside the Pentecostal system.

**4.1.1 Respondents Highest Qualifications Levels.**

It was important to state the highest qualification levels of the respondents to show the importance, credibility and quality of the study as well as the quality and credibility of the respondents involved

in the study. The frequency table and bar chart below showed the qualification from certificate, diploma, degree, masters and doctorate of all the respondents of this study.

**Figure 4.2 Respondents Highest Qualification levels.**



Source: Field Data (2021)

The findings above show that respondents with degrees top the list with 35.40% and it was followed by the respondents with diplomas with 30.80%. Certificate holders were third with 16.90% while respondents with Masters were fourth having a 13.80% and those with doctorate stood at 3.10%. This revealed that the respondents were well educated.

#### **4.1.2 Respondents Gender**

The findings showed that most of the respondents were male respondents. Findings have revealed that out of the 65 respondents of different categories, only 14 out of 65 respondents were female.

This represents a 21.5 percent of the respondents as female and 78.5 percent which is 51 respondents out of 65 as male respondents. This is shown in Table 4.1 below.

**Table 4.1 Gender frequency, percentage Distribution of all respondents**

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	51	78.5	78.5	78.5
Female	14	21.5	21.5	100.0
Total	65	100.0	100.0	

Source: Field Data, (2021)

**4.1.3 The number of Pentecostal respondent’s previous churches.**

Having highlighted the demographic background of the respondents and their highest qualification we can now proceed to look at the various responses of these respondents on competitive strategic choices for church growth, effects of competitive strategic choices on church growth, and best practices of adopting competitive strategic choices for church growth as obtained from the data collected through the various research instruments.

The findings showed that the data collected from the 12 Elders and the 36 members from the 12 focus groups have revealed that only 3 respondent had not switched churches, that is one elder and two members, but the rest of the respondents had been in one, two, and three or more churches before coming to where they were at the time of this research. The graph below shows the percentages of the respondent’s previous churches they belonged to before coming to where they

are now. The findings were that 3 respondents out of 48 representing a 6.3% of the total respondents have never been in any other church except the one they were in now. Findings also showed that 13 out of 48 respondents which was a 27.1% have been to one church before coming to where they were now. Further findings revealed that 20 respondents out of 48 which was representing a 41.7% have been to two churches, while 12 out of the 48 respondents which was 25 % have been to three or more churches before being a member of their current church. The findings therefore, have revealed that these members who have been changing churches some have been changing from mainline churches to Pentecostal churches while the majority have been jumping from one Pentecostal church to another Pentecostal church. Figure 4.3 below shows how the 48 respondents who were the 12 elders and 36 focus group members have changed churches before they came to their current church. The findings from the data below also revealed that Pentecostal churches had more Elders and members who had been in more than one, two, three churches, than those who had never belonged to any other church. The Frequency distribution table 4.2 below showed these findings.

**Table 4.2 Previous churches Frequency, and Percentage distribution.**

Number of Previous Churches		Frequency	Percent	Cumulative Percent
Valid	zero	3	6.3	6.3
	one church	13	27.1	33.3
	Two churches	20	41.7	75.0
	Three or More	12	25.0	100.0
	Total	48	100.0	

Source: Field Data, (2021)

The table above revealed that in Pentecostal churches there were more members who have belonged to more than one church. Findings revealed that 41.7% of the respondents had belonged to two churches before going to where they were now, while 27.1% had belonged to one church, and 25% had belong to three or more churches before settling in their current churches.

#### **4.2 Research Findings on Competitive strategic choices for church growth.**

The first objective of this study was to identify competitive strategic choices for church growth selected Pentecostal churches in Lusaka District implement. The research objective was addressed by the research question: *What are the competitive strategic choices do Pentecostal churches use for church growth in Lusaka District?*

The findings were that, from all the respondents in administration who were the clergy and the church elders who were in this study brought out Differentiation, Diversification, Focus

Specialization and Low cost Leadership strategies as major competitive strategic choices for church growth Pentecostal churches implement. All the different activities which they do fall under any of the four competitive strategies stated above.

The findings also brought out other factors as things which helped the church to grow besides the use of the competitive strategies. Among many other factors, the factors which came out more prominent from the respondents of this study were: the Anointing and grace of God upon the church, Church Location, Nice Church Buildings, the Charisma of the pastor, Cleanness of the church environment, and many more.

#### **4.2.1 Pentecostal Clergy Responses on competitive strategic choices for church Growth**

All the 12 Pentecostal clergy interviewed stated that they have some various competitive strategies they implement to grow their churches. The findings showed that all the activities they use for church growth did fall under any of the four Competitive strategies which are Differentiation, Diversification, Focus specialization and Low cost leadership strategies. Among these strategies they were using, each of these 12 Pentecostal clergies had their own strategies being implemented based on their style of doing things, ability and capacity their church had in regard to implementing the strategies which they considered best or user friendly. It was common in almost all the churches that despite using a number of different strategies, they all pick one or two strategies to be their competitive strategic choices for church growth based on what they had within the church as resources or what was prevailing on the market as the need of the people. The findings revealed that different Pentecostal churches were growing their churches or trying to grow their churches by using different strategies which befit their church standards.



The different Pentecostal churches used different strategies because they wanted to meet the needs of the people, since many people were in need of spiritual, material, financial and moral help which were expected to be met by these different churches.

The respondent from Church 6 said that:

*Pentecostal churches do grow because they do meet people's needs through their preaching's and various programs of helping them in various ways, since people have great need for spiritual power and help.*

The other clergy from church 3 added that,

*Our secret besides the other strategies we use for church growth has been the Anointing and the grace of God upon us that takes over the affairs of the church, because people don't go to a restaurant that doesn't cook well, so what we offer by the grace of God has helped us to grow the church that is why people follow us.*

The findings from the respondents in this category brought to light that the churches that had been using low cost leadership strategy were in two categories. The first category used low cost leadership strategy by planting churches in various compounds so that the church was taken to where people were and made it cheap for them so that they did not travel long distances to get to church. While the other category was that which provided transport to members so that it was cheaper for them to get to church too where they were to get the best and quality of services from the main church.

Clergy church 11 as one of the respondents who use low cost leadership strategy as one of their church growth strategic choice had this to say,

*The vision that God showed me and others is that we take the church to where people are, for us having the church in one business place and in one city is not what we intended to*

*do, the bible says go ye therefore and make disciples, therefore we have made it mandatory that we plant the church in every township and village, where people are by taking the church to their door steps. So from inception we don't bus people to church, but people come to church alone because the church is in their communities.*

On the other hand clergy church 1, 4 and clergy church 10, who were some of the respondents who used low cost leadership by providing transport or bus people to church, so that when they came to church, the members were given the right and quality spiritual food, said that this strategy was working very well for them especially for students and the poor who usually do not have money. The two of these respondents had this to say in regard to transporting students to church as a low cost leadership strategy for church growth:

Clergy church 4 said;

*It is helping the church, we have seen increase in that area, from zero, we have close to a hundred students, so it is an investment we are making in students, when they finish school they will remember that this is the church which helped us, it has really benefited the church, and we have recorded great results from that strategy.*

Clergy church 10 had this to say on the same;

*Here in Lusaka we have established fellowships in all the colleges and universities, evangelize them there, and then on Sundays we bus them to church by providing buses that go to pick them, because students don't have money, so they come, hear the word and share the word with their friends, and more are added, you know!!*

The findings from the respondents above have shown that, even though they appear different from each other, the aim both intend to achieve was the same because they wanted to make things easy for the people who could not afford to attend church, whether the church was near their home, or

far from their home, but the churches had been making it easy for the people to access the services from the church in a cheaper way, either by taking the church closer to people or by providing them transport to and from church.

The findings from the Pentecostal clergy who were the respondents in this category have reviewed that differentiation was the leading strategy which was mostly used by many Pentecostal churches, with diversification strategy being the second mostly used while the other strategies like Focus Specialization and low cost Leadership came later. It has been found that Differentiation strategy tops the list because each and every Pentecostal church wanted to be different from others because it was that very difference which was helping them to win and attract the membership it needed to have. Most of the respondents stated that their churches were growing because they were doing certain things differently and were using different strategies from mainline churches and other Pentecostal churches. It was evident from the research findings that activities which these Pentecostal churches were using in their strategies were somehow similar, but each of these churches had opted to add some different component to these very activities. The respondents who used differentiation as one of their strategy emphasized that their churches were growing because they offer quality but different services to their members hence making their members to love being in that church as well as attracting new members when they hear and see how that church was doing quality things but different from others who did things in a disorderly way.

To emphasize on this, the respondent from church 1, said that;

*We as a church have opted to go quality, because most of the Pentecostal churches have lost the way, but we have stood our ground to go quality and we have refused to go with what is flowing, we are swimming against the stream.*

The other findings from the respondents were that some of the churches had opted to go for focus Specialization in the sense that they focused mostly on evangelism which led them to venture more in church plantings as one of their main agenda, and discipleship of the members which led them to raise effective and quality church workers who were able to lead or train others to grow spiritually. In this strategy they applied focus specialization in two ways. Firstly they focused on raising quality workers in the church who were able to handle or do certain activities well and in an effective way, so that the people who came to church were able to receive good and quality services when being attended to. This had helped some of the churches to grow. To emphasize the effective use of the Focus Specialization strategy and differentiation strategy one respondent said that,

*We took specific program of training the ushers by using the customer service training my wife learnt from Switzerland where she was sent by her employers and trained the ushers how to receive people, using the same skill making the people happy, and that impressed a lot of people who were coming to church and it helped the church to grow.*

To add on to the importance of focus Specialization and differentiation strategies, respondent from church 6 had this to say in regard to what he learnt from others.

*I have heard other pastors say that, if you try to do 25 things well, you will not do them, so focus specialization strategy is important for us, to do things well.*

The other respondent who used differentiation and focus specialization strategies stated some of the activities which they focus on as a way of growing their church. The respondent stated that they focused on the two major activities to grow their church;

*One of the strategies is the faith and healing school, it's an interdenominational place, people come from all over, some are not born again and some are from other churches*

*that is one of a fish pond, that we have been using to win people to church, and then the Television station, because even before we started our TV station, I was on TBN for 7 years and that is what made the church to grow, so TV station is a major instrument for winning souls for us.*

The other respondent came out strongly to support the use of a TV station as a way of growing the church. The respondent said that in regard to the use of a TV station as a focus specialization strategy and also a way which had differentiated his church from other churches in terms of church growth and service delivery to people, Clergy church 12, said that when he came to the city of Lusaka it was a challenge for him to have a breakthrough in church planting and church growth, because he found himself in a place where other pastors had already established themselves, so he had to establish a TV channel to help him penetrate into the church market platform, and that was what helped him to be known, get established, and grow the church. The TV station he was operating helped him to attract people to his church. The respondent had this to say, in regard to TV station as a Focus specialization strategy which has helped him to grow the church.

*TV for me became a very good thing to use to reach out to many, it just opened the door, sometimes I sit down and say without this strategy of a TV where would I be, because today wherever I go people are able to recognize me because they saw me on TV, and that has helped me to enter the homes of people where I today cannot even enter their offices, and they watch me on TV in their homes and in turn some of those people come to church because they first saw me in their homes on the TV. So surely media is a great advantage.*

The findings further showed that, Churches had been using focus specialization by focusing on winning souls by evangelising to the world, either by using door to door or by using crusades. To justify this one respondent said that;

*Evangelism of door to door and crusades is at the core of our church because we like planting churches, and our plan is to plant 5 churches in 10 years in various parts of Lusaka as a way of growing the church.*

According to the research findings we were able to see that no single church was using one Competitive strategy, but all the churches were using two or more strategies for church growth. The table below shows the findings from the clergy in the 12 selected Pentecostal churches on the strategies they were using to grow their churches. Table 4.3 below shows the frequencies, percentages of the strategies being used in these 12 selected churches as well as showing the top two strategies mostly used in Pentecostal churches.

**Figure Table.4.3. Distribution of Frequencies, Percentages and Mostly used Competitive Strategic choices according to the Pentecostal Clergy**

Respondents P/ Clergy	Differentiation strategy	Low cost Leadership	Focus Specialization	Diversification
Frequency	<b>12</b>	5	7	<b>11</b>
Percentage	<b>34.3%</b>	14.3%	20%	<b>31.4%</b>
Mostly used Strategy	<b>Differentiation</b>			
Second Mostly Used Strategy				<b>Diversification</b>

Source: Field Data, (2021)

The findings in Distribution table 4.3 above showed that Differentiation was the most used strategy in the Pentecostal circles because all the respondents pointed out that they did things in a unique and different way in order to attract and grow their churches. Differentiation out the 4 strategies came out as the mostly used strategy, while Diversification strategy came out as the second mostly used strategy in the selected Pentecostal churches in Lusaka District. The percentage distribution of the clergy responses on the use of the four strategic choices for church growth were also clearly displayed in the pie chart below.

#### **4.2.2 Identifying competitive strategic choices for church growth - Elders**

The findings from all the 12 respondents in this category who were the Pentecostal Elders in administration, revealed that all the 12 respondents said that their churches did have the strategies which were being used for church growth just like the clergy had said.

The findings in the Pie chart showed the percentages of the competitive strategic choices as being used by the different Pentecostal churches. The researcher found out that 10 out of the 12 churches which was 37% do use differentiation strategy as one of their competitive strategic choices, While 4 out of the 12 churches representing 15% used low cost leadership as a strategy. The findings further showed that 5 out of 12 churches representing 18 % used focus specialization as one of their competitive strategic choices, while 8 out of 12 churches representing 30% used diversification as one of their competitive strategic choices for church growth.

These findings according to the elders had brought out Differentiation also as the mostly used strategy in the Pentecostal churches while diversification came out as a second mostly used strategy in these Pentecostal churches in Lusaka district. The data of the competitive strategic choices, frequencies, percentages and mostly used strategies were tabulated in the table below.

**Table 4.4. Distribution of frequency, percentage, of mostly used strategies from the Elders perspective.**

Competitive Strategy	Frequency (f)	Percentage (%)	Mostly used	Second mostly used
Differentiation	10	37	Differentiation	
Low Cost Leadership	4	15		
Focus Specialization	5	18		
Diversification	8	30		Diversification
Total	Total (f) =26	Total = 100%	Total = 1	Total = 1

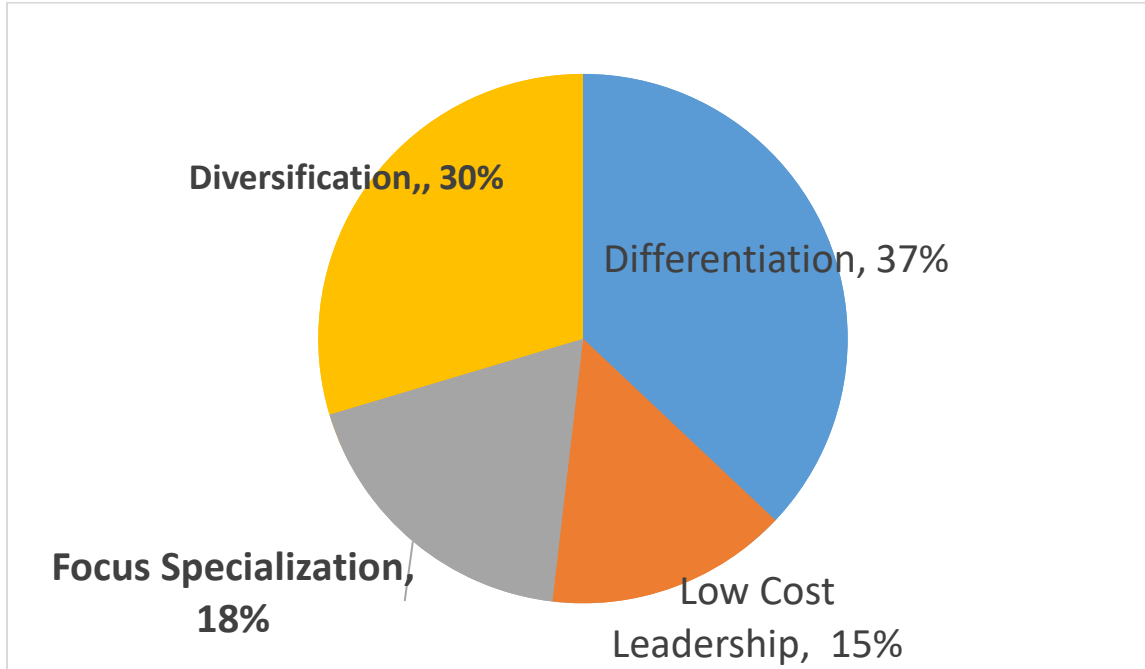
Source: Field Data, (2021)

The findings from this category of respondent revealed that all the churches do used more than one Competitive strategic choices to grow their churches. The informants from church 2, 3, 4, 5, 7, 8, 9, 10, 11, 12 revealed that they used differentiation as one of their strategies. The findings showed that Churches 1, 4, 10, 11 had chosen Low cost leadership as one of their strategies. Churches 4, 5, 7, 10, 12 used focus specialization as one of their competitive strategic choices. The informants had shown that churches 2, 3, 6, 7, 8, 9, 11 and 12 were also using diversification as one of their strategic choices for church growth.

The findings therefore, on all the 12 selected Pentecostal churches established that they were using certain competitive strategic choices as pointed out by all the elders who were the respondents in this category. Therefore, figure 4.3 below shows the percentage distribution according to the competitive strategic choices being used by the selected Pentecostal churches from the Elder's perspective, with differentiation having the highest percentage of 37 % and followed by Diversification strategy with 30 %, then focus specialization with 18 % and Low cost leadership with 15 % of the respondents.



**Figure 4. 3 Pie chart for Competitive strategic choices**



Source: Field data (2021)

The Pie chart above shows that differentiation strategy was the mostly used strategy with 37% which was followed by diversification strategy which was represented by a 30%. Focus specialization and Low cost leadership followed behind with 18% and 15% respectively.

#### **4.2.3 Identifying competitive strategic choices for church growth - Focus Groups**

The findings of the research conducted, have revealed that all the 12 focus groups acknowledge that their churches were growing. The focus groups pointed out two things as causes of church growth and these two were the strategies being used and the other factors which were a contributing factor to church growth. From the discussions conducted with the focus groups various activities which fall under different strategies were highlighted as great contributing factors to church growth. Some of the focus groups came out clearly by pointing out the types of strategies they were using while others brought out the activities or programs which show the type of strategy they were

using. It was therefore, established that all the twelve (12) focus groups revealed that they were all using any of the four competitive strategic choices for church growth. The findings showed that some were using differentiation, while others were using low cost leadership, Focus specialization or diversification strategy.

The findings from the 12 focus groups, revealed that Diversification and Differentiation strategies were the major strategies their churches were mostly using. The results showed that Focus specialization and Low cost leadership were being used by some churches but they were quiet few churches which used these two strategies because they were costly. Form these findings it has been revealed that according to the 12 focus groups, Diversification is the mostly used strategy for church growth with a 38.1% usage, while Differentiation is second with a 33.3% usage. Low cost leadership came third with a 19.1 % and finally focus specialization with a 9.5% usage.

It has also been revealed that besides these strategic choices being implemented by the churches to record church growth, other factors like church location, nice church building and facilities, family connections, pastors way of doing things and the anointing of God upon the church and pastor contribute a lot to church growth as well as a prayer life of the church and pastors.

Furthermore, here is what focus group church 2 had to say in a discussion on competitive strategic choices for church growth. The findings from Focus group church 2, revealed that their church was growing because of the diverse activities which they were doing as a church. Among other activities and programs they cited activities and programs like Radio Preaching program being done by their pastors on Christian voice, allowing the community around their church to draw free water from the church premises while the church took care of the bill for Lusaka Water and the life style of their pastor of loving to do house visitations with the view of strengthening and

encouraging members to be strong in the faith, hence these activities have helped their church to grow.

The other findings from focus group church 3 showed that their church grew because of the combination of diversification strategy and focus specialization strategy, and here is what they said in regard to the strategies which have helped them to grow numerically;

*We are more of continues focus, on certain ways of doing things, more focus on the Holy Spirit, marriages, families and excellence, and effective ushering.*

Focus group church 3, said that the strategies they were using have helped them to record a great change in the community, because a good number of the people in the community near their church have been impacted positively by their positive activities they have been doing.

From all the focus groups, what has been revealed was that people who came to church needed best delivery of services, good preaching, good time management, excellence in everything the church was doing, and good family connections in the church and also being good at meeting people's needs.

#### **4.2.4 Responses from the Mainline Churches Clergy's perspective.**

All the four mainline church Clergy's stated that Pentecostal churches do use various strategies to grow their churches. They also stated that most of the Pentecostal church members came from two main categories, which are the world (people not belonging to any church) who are won by their aggressive one to one evangelism they did in streets and compounds and the Mainline churches who are the people Pentecostals won over members from the mainline churches through their various activities, such as deliverances, healing programs and prophecies which they minister to them. The following was one of the responses from the Mainline Church Clergy who stated that:

*Pentecostals mostly use the diversification strategy because they quickly adapt to change, because they are good at moving with time, for they choose to do what is appropriate in a particular season and what is more needed on the Christian market, because of this they introduce more programs to achieve what they want, and this has helped them to catch so many youths through these various programs.*

To further stress the point that Pentecostal churches used various strategic choices to grow their churches, another clergy from the mainline churches stated that Pentecostal churches are good at differentiation strategy and focus specialization strategy because they like doing things which other churches do not provide to their church members. He said that while the mainline churches only love to preach good messages to the church members, the Pentecostals do not only preach the word of God, but they add few other things like prophecies, deliverances, altar calls to pray for the needy or people with different problems. He said that they packaged their service delivery to the people more than what the mainline churches did, hence they won and attracted many people to their churches by providing services to people in a different way.”

The other informant said that, Church growth in Pentecostals begun with the type of Theological training the pastors received which was helping them to be more mission oriented, because with that training and the right mind set, they went into the field with the view to plant and grow the church unlike the mainline clergy who were more into maintenance way of doing things.

This is what the respondent had to say;

*When you look at our friends (Pentecostals) they look at mission as a priority, they are mission oriented, meaning going out, when you look at us the mainline churches we are more into maintenance type of church. That is why they are able to use various strategies*

*to plant and grow their churches because they put up strategies which help them to win members and grow their churches.*

The research also revealed that Pentecostals were very intelligent in the way they wanted to grow their churches, because some of them used Low cost leadership by decentralizing their churches through planting churches in different compounds of Lusaka where people were so that getting to church would not be difficult for people in those compounds.

The other three respondents, Mainline Clergy1, 2, and 4 said that Pentecostal churches love to use differentiation and diversification strategies, because they move with time and they usually brought on board a lot of programmes and in a different way, so that they attracted the youths and other people especially the women through youth meetings, women meetings and conferences. They said that the Pentecostals were good at copying things from others and made sure that they outperformed the one's they copied from, by making things a bit more different and attractive.

#### **4. 2.5 Response from the Executive Director EFZ's Perspective**

The EFZ Executive Director as one who sat in the office that coordinates and oversees the operations of the various Pentecostal churches as a mother body said that different Pentecostal churches used different competitive strategies to grow their churches because each church desired to record growth. They were using a lot more of teachings, classes, cell groups, and conferences, to grow internally, that was spiritually, but as for external growth which was relating to membership increase, there has been no much growth in the Pentecostal churches of late, because the churches have not been taking up deliberate programs of evangelism and crusades. Here is what he said,

*Others have grown by basically unintentional way, meaning that they just grow as they exist, but really they have grown the church most of the people in Zambia, particularly in the past 10 years there hasn't been much of evangelism talked about, no, there hasn't been.*

*But there has been unintentional way, meaning that People as they get encouraged they invite their neighbor, its more by invitation, than intentional evangelism, so about 70% growth has been by invitations of friends, a work make or a neighbor.*

The findings revealed that some of the Pentecostal churches have grown by coping what others are doing and work out things to surpass them by doing things much better than the ones they copied from, with the aim of having a competitive advantage over them. The respondent said that it was important for the church to know that the church mostly grow by making use of diverse ways, by learning from others, and by studying the community one was in, so that the Church could grow, because of the environment were that church was planted. The findings from this respondent revealed that church growth was there in churches though not much, because the strategy of growing the church by using crusade and outreach has not been emphasized in the past 10 year, because most churches have concentrated on having conferences which were good programmes but they were meant mostly to equip those who were already in church. The other wing of outreaches and evangelism had been neglected, hence numerical growth in most Pentecostal churches was limited and could be described as a growth which was only moderate or to a low extent.

#### **4.2.6 Other Factors for Church Growth**

Besides the competitive strategies being used by different Pentecostal churches, the findings have established that church growth is not only dependant on the Competitive strategic choices selected Pentecostal churches were implementing, but there were other several factors which were making the Pentecostal churches to grow to an extent. Out of the many factors, the respondents pointed out the following factors as great contributors to their church growth. Among the cited factors were church location, pastor's way of doing things, the Anointing and Grace upon the pastor and

the church, the church building and its clean environment, family connections as well as the name of the church.

Having looked at the competitive strategic choices as independent valuables for church growth, the findings have reviewed that there were some extraneous valuables which were the other factors that help the churches to record church growth. The findings emanating from the data collected from the Pentecostal respondents of this research, have revealed that besides the four competitive strategic choices the selected Pentecostal churches were using to grow their churches, there were other factors which were helping the churches to grow and these cannot be over looked because they were also the key or major factors that were helping many of these churches to record church growth. All the Pentecostal respondents the clergy, elders, and focus groups stated that there were other factors which were a great tool of church growth. The anointing and Grace of God upon the church and clergy, the church location, type of church building, the pastor's way of doing things and preaching, nice and comfortable facilities, Family connections and the denomination name of the church all these matter a lot when it came to church growth. These different factors were brought out by all the different categories of the Pentecostal respondents who were the 12 clergy respondents, 12 elders, and 12 focus groups as key respondents in this study. For example all the 3 categories of respondents from church 6, stated clearly that their church building and good facilities in that building were a great attraction to people while the respondent from focus group church 12 said that they had lost a good number of members and would be members because of the temporal church structure and lack of good facilities the church had, hence agreeing that church building and good facilities were an attraction to a great extent for people to come to church.

Here were their direct words;

*But when it comes to the facilities, the building I would definitely agree that it is also a contributing factor, because ha ha ha, going to a church where the toilets are not taken care of, they are dirty, there is finger pointing on who is supposed to do what, the lack of that excellency, I think is not attractive.*

While church 12 was confirming the loss of members due to lack of proper church building and facilities of which he said;

*We also have a challenge with a physical church structure. I think we have lost members who are uncomfortable to congregate or meet in a church under construction with no proper facilities.*

Furthermore, the other respondents said that, God the owner of the church knew how to attract people to his church and grow it by using our strategies and other factors of which we do not have control over.

Table 4.5 showing the frequencies and percentages the different factors which the respondents in this category brought out as factors that were helping the Pentecostal churches to record church growth beside the competitive strategic choices the different churches were implementing for church growth.



**Table. 4.5 Distribution of frequencies and percentages of other factors for Church Growth.**

Factors of church growth	12 Clergy	12 Elders	12 Focus Groups	frequency	Percent	cumulative
Church location	12	10	10	32	23.5%	
Church Building/ Facilities	9	8	8	25	18.4%	41.9%
Pastor's Anointing, Grace	12	12	12	36	26.5%	68.4%
Family connections	11	10	10	31	22.8%	91.2%
Denomination name	3	3	3	9	6.6%	97.8%
Education levels		3		3	2.2%	100%
Total frequencies and percentages				136		100%

Source: Field Data, (2021)

The findings from table 4.5 above showed that the Pastors in a Pentecostal churches were a great attraction of members followed by the location of the church, family connections and church buildings as great factors leading to church growth. These were the major factors that attracted members to these churches, in addition to the competitive strategic choices being implemented by the different Pentecostal churches.

#### **4.2.7 Summary of Findings on Research Question number one (1)**

It should be noted that research question number one sought to identify the competitive strategic choices for church growth in Pentecostal churches of Lusaka District. The findings from all the respondents of various categories, 12 Pentecostal clergy, and 12 Pentecostal elders, 36 members from the 12 focus groups, 4 mainline clergy and 1 ED from EFZ stated that Pentecostal churches

used the various Competitive strategic choices to grow their churches. From all the findings it came out clearly that all the activities and programmes which Pentecostal churches were carrying out as a way of growing their churches do fall under any of the four competitive strategic choices known as: differentiation, Low cost Leadership, Focus Specialization and Diversification strategies.

Table 4.6. Frequencies and Percentage /Distributions of all the 65 Respondents on strategies used in Pentecostal churches.

<b>Mostly used Strategies</b>	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Differentiation	27	41.5	41.5	41.5
Diversification	22	33.8	33.8	75.4
Focus Specialization	6	9.2	9.2	84.6
Low cost leadership	10	15.4	15.4	100.0
Total	65	100.0	100.0	

Source: Field Data (2021)

The findings in Distribution table 4.6 above showed that Differentiation was the mostly used strategy in the Pentecostal circles because 27 out of 65 respondents pointed out that they did things in a unique and different way in order to attract and grow their churches. Differentiation out the 4 strategies came out as the mostly used strategy, while Diversification strategy came out as the second mostly used strategy in the selected Pentecostal churches in Lusaka District with 22 out of 65 respondents.

The findings from the respondents on competitive strategic choices for church growth as reported in the respondent's responses table 4.6 below revealed that Differentiation Strategy and diversification strategy were identified as the major and prominent competitive strategic choices for most Pentecostal churches in Lusaka District. The findings have shown that all the four strategies listed in the respondents' response table were being utilized by the Pentecostal churches to grow their churches. There is no single church which was only using one competitive strategy, but all the churches were using all the four strategies or a good number of them, even though differentiation and diversification strategies have been identified by most of the respondents as the mostly used strategic choices. The findings showed that all the different categories of the respondents selected two or more competitive strategies as their main competitive strategic choices as they strive to grow their churches.

The findings also brought out other factors which were helping to grow their churches such as church location, the type of pastor and other factors. It was therefore, clear that church growth was not only dependant on the few strategies people use in their churches but it was also dependant on other factors which the church leadership may not have control over them. For example the Anointing and /grace of God upon the pastor cannot be explained or planned to grow the church, but God himself pours out the grace and anointing upon those he wants. Furthermore, beside these other factors, different churches used any of these strategies, differentiation, diversification, focus specialization and low cost leadership strategies based on their situation and ability they have. The findings have shown that church growth was not only dependent on competitive strategic choices, but also on the other factors which are helping the different churches to record church growth.

**Table 4. 7. Respondents Responses Table on Competitive Strategic choices for church growth used by Pentecostal churches.**

Respondents	Differentiation strategy	Low cost Leadership	Focus Specialization	Diversification	Mostly used
P/ Clergy	12	5	7	11	Differentiation
Elders	10	4	5	8	Differentiation
M/ Clergy	3	1	1	2	Differentiation
EFZ – ED	1			1	Differentiation
Focus Groups	7	4	2	8	Diversification
Frequencies	33	14	15	30	Differentiation

Source: Field Data (2021)

The findings in table 4.7 above showed that four categories of respondents out of the five brought out differentiation as the mostly used strategy, while one of the categories out of the five picked diversification as the mostly used strategy, hence it was established that differentiation is the mostly used strategy which is followed by diversification as the second mostly used strategy out of the four strategies shown in the table above.

#### **4.3 Establishing the extent to which Competitive strategic choices affect church growth.**

The second objective of the study was to establish the extent to which competitive strategic choices affect church growth in Pentecostal churches. This objective was addressed by this research question: *What extent do these competitive strategic choices affect Church Growth in Pentecostal churches?*

On the second objective, the major findings were that competitive strategic choices were contributing to church growth to a very great extent, great extent, moderate extent and low extent depending on the type of church and how it was using the chosen strategies. The different respondents stated that their churches had recorded great or moderate growth because of the use of the strategies being looked at in this study.

#### **4.3.1 Extent to which competitive strategic choices affect church growth- Pentecostal Clergy**

According to the findings indicated in table 4.7, it has been revealed that 6 out of 12 of the Pentecostal clergy which was 50 % of the total number of clergy feel that competitive strategic choices did affect church growth to a great extent, while 3 out of 12 which was 25 % fill that the strategies affect church growth only to a moderate extent. The other 3 out of 12 respondents which was 25 % of the total Pentecostal clergy felt that competitive strategic choices did affect church growth only to a low extent.

All the respondents said that the strategies they were using have helped them to grow their churches in various ways. Clergy 5 said that their strategies had helped them to plant 5 branch churches within Lusaka province in the past few years. While respondent clergy 11 also said that their strategies of differentiation and low cost leadership had helped them to have branch churches in almost all the compounds of Lusaka district. When it comes to those who used low cost leadership by providing transport for the church members especially students had stated that, the strategy has helped their churches to grow numerically and holistically to a great extent.

For example the activity of transporting students from colleges and universities which was part of their differentiation as well as low cost leadership strategy has helped the churches to record

growth to a great extent for a number of them. Here is what some of the respondents had to say in regard to transporting members especially students to church;

*It is helping the church, we have seen increase in that area, from zero, we have close to a hundred students, so it is an investment we are making in students, when they finish school they will remember that this is the church which helped us, it has really benefited the church, and we have recorded great results from that strategy.*

*Those who are far, we have also made an arrangement for them to contribute on the fuel to make it cheaper for them, we make use of the same buses also for crusades.*

*We do bus those from far places especially from low class area, but mostly buses are for students and when we do that they come and hear God's word and the numbers are added you know.*

The other respondent, clergy church 12 also said that the use of the TV as a differentiation strategy and focus specialization strategy has helped them to a great extent in growing their church because TV had advertised the church to such an extent that most of the members they have come from all over the compounds of Lusaka district.

This is what he said;

*I would say for us, I think, it is surprising because most of our members come from very far, so around here we have very few. The people come because of the media (TV).*

The findings show that competitive strategic choices have helped the churches to grow in various ways. Some have grown numerically as churches which gather members at one central place for

worship from different compounds of Lusaka district. For example, respondent clergy church 6 stated that they have a membership of between 3000 and 5000 who gather every Sunday for worship. Respondent clergy church 10 also revealed that their membership was above 5000, about 8000 adults to be specific. This growth was attributed to competitive strategies they used, as well as other factors that influence churches to grow. On the other hand there are other respondents like Clergy church 11, 1, 3, 4, 6, 9, who have opted to have churches belonging to their denomination to be planted in other parts of Lusaka with the view of growing the church and taking the church closer to where people are, so that they can easily walk to and from church without struggling with issues of transport. The findings therefore, show that different churches have settled for different ways of growing their churches. Others want to see huge numbers gathering at one main church where the top leader is found, while others want to have several branch churches planted in different parts of the district. With these different strategies and direction of doing ministry, the findings states that many of these Pentecostal churches have been growing and meeting People's needs both spiritually and physically by bringing them at one place for worship or by planting many branch churches around the district.

Despite these good strategies being implemented, Clergy church 7 brought out something very cardinal where she said that, the strategies being used were only helping her church to grow slowly and to a moderate extent because most of the Pentecostal believers were not really stable, because they like sampling things and moving about changing churches. They do not stay in one church for a long time like those members in the mainline churches. Here are the actual words of the respondent;

*The challenge is that Pentecostal members are not stable many times, they move like wind, they will hear uku kuli fire ((there, there is fire), they go there, they hear uku chatampa,*

*(there it has begun) they go there, they are not stable. I grew up in UCZ, my father was a Reverend in UCZ, it's a very stable church, people don't move anyhow, they don't jump from one church to another, no!, they are settled there, but Pentecostals are very difficult people to settle, they like chasing things, they hear there is a prophet there, they go there, but anyway God gives the grace and the favor upon the ministry, that is what keeps people in the church.*

Clergy church 8 added his voice to these sentiments

*If I move to another church, the moment I move, there will be those who believe in me, so when I move and another pastor comes to that church, those will begin looking elsewhere because they related so much with me. And they will begin to decide whether to leave this church or stay,*

*Pentecostals move with nikwisa chalila, (where is the noise), they like noise, and like to access what kind of the pastor is this. They are not stable in maintaining membership.*

Clergy church 1 also said that they lost some church members because of his stance against false prophets.

*We lost a few members, they left because we criticized some of the prophets on TV and some within the country, they felt that we were attacking the prophets, but we said it's not the prophets we are attacking, so some didn't like that and they left.*

From the findings it was established that church growth was there in Pentecostal churches, even though most Pentecostal members were not very stable like the members in the mainline churches. The findings have revealed that growth was taking place in most Pentecostal churches as they used the various competitive strategies, but the challenge which has been pointed out by the respondents



is that it was difficult to sustain and retain the same members in Pentecostal churches for a long time like the way the mainline churches do retain their members. So according to Clergy church 7, Clergy church 8 and clergy church 1, Pentecostal members easily move out and go to other churches because they like searching for miracles and like to hear certain things which please them. Clergy church 8 also said that it was difficult to grow churches in Pentecostal churches because sustainability of the membership was a challenge, because some members do not maintain being in the same church once their pastor is transferred to another church or when they themselves relocate from one place to another even though the same church (denomination/ Ministry) was there in that town or city. Respondent 8 further said that they take this as an opportunity for them to change churches. This was not common in the mainline churches but it is a huge challenge in Pentecostal churches, because most Pentecostal members like hunting for miracles and prophecies, hence they were considered as difficult people to settle in the church and made church growth a bit difficult to attain due to members instability, because members do come into church but they usually don't stay long in church, because some of these members do not easily get settled as members of those churches.

#### **4.3.2 Responses from the Church Elders on the extent to which competitive strategic choices affect church growth.**

In regard to the extent to which the selected competitive strategic choices Pentecostal churches have adopted for church growth, all the respondents stated that they were helping them to grow their churches even though the extent to which these strategies helped them differed. Respondent Elder church 6, revealed that their strategy of focus Specialization has helped them to a great extent in growing the membership through children and youth ministries, because they spent time to minister to the children in a unique way as they also used differentiation strategy and that has

helped the church to grow because parents appreciate the good services being rendered to children and many other families get encouraged and join the church because of the good news they hear about good services offered to the children and youths. To justify this respondent Elder church 6 stated that the membership of their church was approximately between 3000 to 5000 members, who gather every Sunday at one place for worship, because the two strategies of differentiation and focus specialization were helping them to grow the church to a very great extent. The results of the competitive strategic choices being used by the different churches have brought forth different results which have produced positive changes in the churches. Here is what Elder church 10 had to say;

*The church has managed to plant churches in all major cities of the country and in all the districts of Zambia and it is also present in 8 other nations.*

Elder church 3 had this to say too;

*We have seen the church grow from one branch to having 65 branches.*

The other respondents added their voices by saying that;

*The church membership has been growing numerically and many souls have been won to our Lord Jesus Christ. (Elder church 1, July, 2021)*

*New people have joined the church though many of them due to COVID -19 don't attend church services now. (Elder church 2, July, 2021)*

The other informants had this to say in regard to the positive impact of the competitive strategic choices their churches are using;

*There has been Mind set change in a good number of members in dealing with issues as well as individual personal development emotionally, spiritually and materially. (Elder Church 12, July, 2021)*

*We have seen lives transformed and who go and make an impact in society as leaders of society. Our numbers are growing and we are seeing people mature in their walk with God.*

*(Elder church 6, July 2021)*

The findings have established that competitive strategic choices have helped Pentecostal churches to record church growth in different ways and have made them have great impact and great results in various areas of their operations. Table 4.8 below shows the membership of different selected Pentecostal churches.

**Table 4.8 Membership Range of the selected Pentecostal Churches.**

Approximately how is the membership of your church?

Church Membership	Frequency (f)	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
101 - 500	5	41.7	41.7	41.7
501- 1000	3	25.0	25.0	66.7
1001 - 2000	1	8.3	8.3	75.0
2001 - 3000	1	8.3	8.3	83.3
3001 - 5000	1	8.3	8.3	91.7
Above 5000	1	8.3	8.3	100.0
Total	12	100.0	100.0	

Source: Field Data, (2021)

The findings in table 4.8 revealed that out of 12 churches 5 have a membership below 500, 3 churches have a membership between 501 and 1000, while 1 church has membership 1001 to 2000.

Further findings show that 1 church has 2001 to 3000 members, while another church has 3001 to 5000 members and the other church has a membership of over 5000 members.

The findings from the 12 Elders revealed that churches with their membership numbers shown above were growing in various ways. It has been revealed that some figures of membership were small in some of these churches because they believed in planting churches in different compounds instead of making members to be coming to one main church. In all these churches the Elders have revealed that churches were growing. Table 4.9 below shows the extent to which competitive strategies affected church growth in these churches

Table 4.9 Frequencies and Percentages distribution for extent strategies affect church growth

**To what extent are Competitive strategies affecting church growth?**

Strategies affecting Church Growth	Frequency (f)	Percent (%)	Valid Percent	Cumulative Percent
Valid Low Extent	1	8.3	8.3	8.3
Great Extent	8	66.7	66.7	75.0
Very Great Extent	3	25.0	25.0	100.0
Total	12	100.0	100.0	

Source: Field Data, (2021)

The findings revealed that competitive strategies mostly affected church growth to great extent with 66.7% of the respondent’s findings.

Further findings from the Elders who are in administration of these selected Pentecostal churches have revealed that besides the competitive strategies being implemented by these Pentecostal

churches, there were other factors that helped the churches to grow. This has been pointed out by all the Pentecostal respondents, who were the Clergy, Elders and Focus groups. But as for the Elders, Table 4.10 has displayed some factors which were pointed out in this research as things which helped churches to grow. It should be established that these are not the only factors that helped the churches to grow, but in this study these were the ones which were mostly pointed out by the respondents.

Table 4.10 Frequencies, percentage and Accumulative percentages of other factors.

**Apart from the competitive strategies which other factors have helped your church to grow?**

Other Factors of Church Growth		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Church building and nice facilities	1	8.3	8.3	8.3
	Family connections	1	8.3	8.3	16.7
	The Pastor and his way of doing things	1	8.3	8.3	25.0
	Location, building and family connections	9	75.0	75.0	100.0
	Total	12	100.0	100.0	

Source: Field Data (2021)

The findings from table 4.10 above showed that Pastor’s grace and way of doing things with 21.9% was the factor that tops the list on affecting church growth positively. Findings revealed that anointing and grace upon the church with 21.2%, church location with 20.6% and family connections with 18.8% were the top four factors that helped the churches to grow.

From these findings, one of the factors of church growth which is the Pastor, was singled out and a specific question was asked by the researcher about the pastor, whether pastors do make the churches to grow to a great extent. The findings were that, 6 elders said that the pastor helps the church to grow to a great extent. The findings were that, 6 elders said that the pastor helps the church to grow to a very great extent and the others 6 said that the pastor helps the church to grow

to a great extent. This is also what other respondents like the clergy themselves and the focus groups members said when they were interviewed. The Elders responses are displayed in the frequency table 4.11 below.

Table 4.11 Frequencies and percentages distribution of the extent pastors affect church growth.

**To what extent is your pastor a reason for church growth?**

Pastor affecting Church Growth		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Great Extent	6	50.0	50.0	50.0
	Very Great Extent	6	50.0	50.0	100.0
	Total	12	100.0	100.0	

Source: Field Data (2021)

The findings established that 50% showed that the pastor affected church growth to a great extent and another 50% showed that the pastor affected church growth to a very great extent in Pentecostal churches.

**4.3.3 Responses from the Focus Groups on the extent to which competitive strategic choices are affecting church growth.**

The findings from the focus groups have revealed that the churches have been growing in the past five years except last year 2020 and this year 2021 due to covid-19 pandemic which has made church growth a bit challenging since a good number of people have been staying home instead of going to church, as they claim to be worshipping through online platforms. Despite that challenge the respondents still said that in general, church growth has been there in different levels.

The findings were that 10 focus groups out of 12 said that their churches have been growing to a great extent as they used the competitive strategic choices to record church growth. Only 2 focus

groups out of 12 are the ones who said that their churches have grown to a moderate extent due to various reasons. One respondent from these 2 focus groups, focus group 7 had this to say;

*Our Churches grow only to a moderate extent or great extent and not to a very great extent, because in Pentecostal churches people easily change churches because of focusing on searching for certain personal needs hence they jump from church to church when their needs are not met, because certain people join the church without the better understanding why they are joining that church.*

The other respondent from focus group 8 said that the churches were able to record church growth to a great extent if only they can have proper programs that caters for the people who are brought into the church. The respondent further said that Pentecostal churches need to win new converts and also be able to retain them in the church. To record church growth to a great extent, most respondents from focus groups said that Pentecostal churches needed to look at areas where they thought they needed to put in more, and take that as a priority in regard to attracting people and growing the church effectively, because if there was no priority in that area, church growth might not be achieved as expected. The areas the focus groups pointed out were that of winning souls and having the capacity to retain them in churches. Respondents from 3 different focus groups stated that if they would not retain the members they brought into church, their church growth would be a challenge to achieve. Here is what they had to say in regard to what they considered effective church growth;

*We should know that church growth start from getting the people in the church, and the new convert they slowly and very slowly, increase in number, but we should have a steady number of people that are being retained in the church., rather than they come in the church and within a short time they go out to the world. So we need to see to it that the*

*people who are coming into the church are not entering into one door and going out on the other door, so we need to retain the people who are being converted to Christ so that they should remain in the church.*

*As Pentecostals we have a lot of work to do, because we need to come up with ways of helping our people so that they stop jumping from one church to another, so that our effort of soul winning should bear the desired results.*

In addition one respondent from focus group 3 echoed similar sentiment of having the capacity to sustain or manage the growth Pentecostal churches record, because that is what will make Pentecostal church growth more effective, hence the need for capacity building on the part of the clergymen and women who led these churches.

#### **4.3.4 Responses from the Mainline Clergy on the extent to which competitive strategic choices are affecting church growth. .**

All the four mainline church Clergy's stated that Pentecostal churches do use various strategies to grow their churches, but they could not categorically state to what extent these strategies were helping them to grow, since they were seeing things from outside. Mainline Clergy 1 said that,

*I have not interacted with the Pentecostals on a close range, but I have only seen the happenings from a distance, hence I know that their strategies are helping them especially in winning over the youths, but I can only say that it is helping them to some extent.*

The other respondent, Mainline Clergy 2 also added his voice to echo a similar thing by saying,

*I know that the strategies they are using are helping them to some extent to win members to their churches both the non-churched and those from the mainline churches, but I cannot specifically state the extent to which these strategies are helping them to grow their*



*churches unless I go into it, to research the extent these things are helping them, though I know that they are helping them to some extent because if they were not helping them they would have stopped using them.*

Furthermore, the other respondent said that these strategic choices Pentecostal churches were using were helping them to a great extent because some of these churches have spread all over the country in few years of their existence just because their strategies were working for them. *These were his actual words mainline clergy 3;*

*People like “clergy church 10”, I will cite him as an example, were the man has spread all over Zambia, but when you look at his ministry he started it a few years ago, but because of that relaxed approach they are able to grow, though the members lack spiritual depth in them, hence they grow but members have no stability in them.*

The findings from the mainline clergies have revealed that competitive strategic choices for church growth were helping the Pentecostal churches to some extent, because they have managed to win a good number of youths and women from the mainline churches, because they diversify and also do some specialization by helping people according to their needs.

#### **4.3.5 Response from the Executive Director EFZ on the extent to which competitive strategic choices are affecting church growth.**

The findings from the EFZ Executive Director’s perspective as a respondent, were that the church was not growing as it should, because most of the new members we see in these churches were not new birth into Christian family but were mostly church transfers, where members choose to move from one church to another church. It has therefore, been revealed that, Competitive strategic choices were not making the churches to grow as they should, because the outreach component has been ignored by the churches in this season. The respondent revealed that growth was there to

some extent but it is a moderate one. According the EFZ Executive Director, most Pentecostal churches appeared to be growing because of membership transfers especially members coming from the mainline churches who are in need of particular help spiritually or physically. In regard to numerical membership growth the respondent had this to emphasize;

*Currently the church of the Lord Jesus Christ numerically, we haven't been growing the way we should, because the outreach part has not been emphasized as it used to be, before. However, you have asked a question where are the people coming from? Many of the people are coming from one church to another, there has been more transfers from one church to another not new birth. So is the church growing? Yes, but on a very little percentage because the impact is not being felt.*

According to this respondent, being one of the key informant since he deals with all the Evangelicals, where most of the Pentecostal churches belong, felt that the competitive strategic choices, Pentecostal churches were implementing were helping them to grow their churches by having a lot of membership transfers since members leave other churches to join them, but very few came from the world who were being changed by the gospel, because one key thing of effective growth which is soul winning, had been neglected by most Pentecostal churches. The growth could be classified as internal growth because members who were already Christians were the ones who were switching churches and moving from church one to church two and even church two to church three, hence making church growth impact not to be felt in communities and country at large.

#### **4.3.6 Other Factors that have helped the Church to Grow to an Extent.**

The respondents in this category stated that there were other factors which were making the Pentecostal churches to grow besides the competitive strategic choices. The findings were that, all

the respondents were attributing church growth to competitive strategic choices and other factors. The findings have shown that other factors like Church location, Church building and family connections among other things did help them to grow the churches to a great extent. When it came to the Pastor of the local church as a factor that helped to grow the church, 11 respondent said that yes the pastor helped the church to grow to a very great extent, because in Pentecostal circles people mostly come to church or join the church because of the type of pastor that church has, of which is not the case with the mainline churches.

One of the clergy, Pentecostal Clergy 3 said;

*The pastor has a lot to do with the growth of the church, because people only go to a restaurant that cook well, hence the pastor's way of preaching and doing things, is a great factor for church growth.*

The findings further revealed that the name of the church, the Grace and Anointing upon the pastor, Family connections, Standards and cleanness of the church are among the other factors that help the churches to grow to some extent. Focus Group church 10 said that,

*Our church location is strategically located, hence it has attracted all classes of people to be in the church, furthermore the maturity of our Bishop on how he handles people and ministers to people is a great attraction to people, as well as good time management has also helped the church to grow to a great extent.*

The findings from all the 5 categories of respondents have revealed that, besides having Competitive strategies as key factors that helped the Pentecostal churches to grow, there were also other factors as highlighted above that affect church growth to some extent or great extent. The

table below shows the frequency and percentage distribution of how these other factors affected church grow in Pentecostal churches.

**Table 4.12 Distribution of the extent to which other factors affect church growth. (Clergy, Elders and Focus Groups: 60 respondents)**

Factors of church growth	Respondents Frequency (f)	Percent (%)	Cumulative
location	33	20.6%	
Church Building and Facilities	25	15.6%	36.6%
Pastor’s Grace and way of doing things	35	21.9%	58.1%
Family connections	30	18.8%	76.9%
Denomination/ church name	3	1.9%	78.8%
Anointing and Grace upon the church	34	21.2%	100%
Total frequencies and percentages	160		100%

Source: Field Data, (2021)

The findings from table 4.11 above showed that 21.9% was Pastor’s grace and way of doing thing and it was the factor that was top on the list of factors affecting church growth positively. Findings further revealed that anointing and grace upon the church which had 21.2% was second, church location with 20.6% was third and family connections with 18.8% was the fourth one.

#### **4.3.7 Summary of how competitive strategic choices and other factors affect church growth**

The findings from the 5 categories of respondents in this study who were the 12 Pentecostal clergy, 12 Elders, 12 focus groups of 3 people each, 4 mainline clergy, and 1 EFZ Executive Director have revealed that; 9.8 % of the 41 respondents felt that competitive strategic choices do affect church

growth to a very great extent, while 41.5 % of the 41 respondents felt that competitive strategic choices affect church growth to a great extent. Findings further revealed that 26.8 % of the respondents said that competitive strategic choices do affect church growth only to a moderate extent and 19.5 % of respondents said that competitive strategic choices affect church growth only to a low extent and 2.4% said there is no growth. Findings further revealed that there were other factors like the Pastors charisma and the way he/ she does things that affect church growth to a very great extent as well as church location, church building, family connections and a few other factors that have been helping the churches to grow to a great extent. There were some more factors that affect church growth to some extent, which this study has not brought out. This means that church growth is a product not only of the competitive strategic choices, but also of other important factors as already stated. The pie chart below in Figure 4.5 and table 4. 13 showed the extent to which the different strategic choices affect church growth in Pentecostal churches.

**Table 4.13. The extent to which competitive strategic choices affect church growth in Pentecostal churches.**

Respondent Categories	Very Great Extent	Great Extent	Moderate	Low Extent	Not at all
Pentecostal Clergy (12)		6	3	3	
Elders (12)	3	4	2	2	1
Focus Groups (12)	1	5	3	3	
Mainline Clergy (4)		2	2		
EFZ ED (1)			1		
Frequency (41)	4	17	11	8	1
Percentage	9.8%	41.5%	26.8%	19.5%	2.4%
Percentage Cumulative		51.3%	78.1%	97.6%	100%

Source: Field Data (2021)

The findings from table 4.13 revealed that Competitive strategic choices affect church growth to a great extent with a percentage distribution of 41.5%. Findings have also revealed that in other churches the competitive strategic choices affected church growth to a moderate extent, with a percentage distribution of 26.8%. This showed that church growth is surely affected by these competitive strategic choices, even though the extent differs from church to church.

#### **4.4 Research Findings on best practices used in adopting competitive strategic choices.**

The third objective of the study was to assess best practices Pentecostal churches used in the adoption of competitive strategic choices for church growth. The objective was guided by research question: *What best practices do Pentecostal churches use to adopt competitive strategic choices for church growth?*

In regard to the third objective, the major findings were that Pentecostal Churches looked at their inner capacity and ability to meet the needs of the people or carry out their programs effectively, as well as the External Demands which were on the Christian market, so that they might render appropriate services to the people.

##### **4.4.1 Best practices used in adopting competitive strategic choices from Pentecostal Clergy**

The findings from the 12 Pentecostal clergy revealed that they have strategic plans of which some have only annual plans and some have strategic plans for 2 years, 5 years or 10 years. Respondent clergy church 1 said that their strategic plan came to an end last year 2020 and they were yet to come up with another one soon. Respondent clergy church 6 have a 10 year plan and they were in the 9<sup>th</sup> year now. Furthermore, Clergy church 5 said that they had a 10 year strategic plan. Clergy church 11 revealed that they had a 5 year strategic plan while clergy church 9 said that they had a 15 year plan. The following is what clergy church 11, 5 and 9 had to say;

*We have our strategic plan as a church and we want to reach a million people with the gospel in 5 years and we want to develop our education sector to a university so that we have people who will be trained, who are knowledgeable, people who know what they are doing, because these days many people want to become preachers, but they have zeal without knowledge. So we want to equip them differently.*

Respondent Clergy church 5 stated that they had a 10 year strategic plan and he had this to say in regard to how that 10 year plan was helping them to strategize soul winning and church planting programmes.

*The strategic plan that we have is that we plant 5 churches in 10 years and our plan is that by 2030 we plant minimum, 5 churches and train ministers to run these churches, and we want to train 5 ministers from within the local church within 10 years.*

Clergy Church 9 also had this to say;

*We have a strategic plan up to 2035 if God gives them life, and we evaluate it every year, and we started this plan from 2018.*

The other findings have revealed that all the Pentecostal churches do hold monthly, or quarterly, or half year board meetings to plan and decide on different issues to undertake, of which programming, ministry activities and strategies were among the things which came out of those board meetings. Furthermore, it has been revealed by clergy church 3, that they made decisions annually on how to do things each year which came and that has helped them to be effective in ministry.

Findings have shown that the things which guided most Pentecostal churches on which strategies to use were the programmes or activities to be under taken in that particular year or season. The finding also revealed that certain strategies were picked or not picked by a church depending on their financial capacity. Here is what Clergy church 9 lamented about in regard to why he was not using low cost leadership strategy of transporting people from their homes to church because they had not reached that level financially, so financial capacity also mattered a lot in strategic choices.

These were his actual words;



*What I have seen Rev, Nkhoma in church growth is that sometimes you may have a very good strategy but may be the resource is limiting and also the capacity of people you are ministering to is not capable of doing what you want to do, because a number of our people we have in our churches are slow to catch the vision and concept. So we don't have the capacity to transport people to church, because we haven't reached that level, financially.*

From this response the researcher was able to establish that all the strategies churches used were dependent on either the inner capacity of the church or the prevailing needs or demands of the people out there.

#### **4.4.2 Best practices used in adopting competitive strategic choices from Church Elders**

On the best practices respondent Elder church 6 said that they used the practice of learning from others who have gone a heard of them, and the activities they used to attract many people to church were the small group fellowships and vacation Bible school.

Respondents 1, 2, 3, 6, 7 stated that they used the activity of training people in the bible school for them to acquire better knowledge and understanding for them to serve in the church not as pastors but as elders, or ministry workers. Respondent church 1 had this to say;

*We have trained elders in our church who have done theology not to become pastors but just for them to be leaders with a better understanding.*

The study revealed that with such knowledgeable and well equipped work force in the church, it has helped the leadership of their church to adopt the specific strategies based on the human resource they had in the church. Respondent 3, 4, and 10 revealed that the best practice they used for adoption of strategies has been to identify the needy people in society, and the needs which those people had. Some of the needs were need transport as well as food, so providing transport

for them to go to church or providing food or financial help based on their needs was one of the best practices. Here is what respondent elder church 10 said;

*We are helping the needy by providing basic needs (food), helping the vulnerable by paying school fees and providing basic care for the aged and those affected by HIV/AIDS.*

The findings from Elder church 10, 4, 3, 1, and 11 showed that because of the best practices, churches have touched the lives of many needy people such as prisoners through prison ministry, families through home cell meetings, the students through bus ministry, under privileged, the blind and Albinos through charity and empowerment ministry which the different churches have been undertaking in various ways.

Respondent Elder church 4 said that they touched many lives through their Sunday zonal meetings, the people focused activities such as meet a need program and other follow up activities. On prison ministry as a best practice here is what he said;

*Our outreach to evangelize in prisons (Prison Ministry) has clearly shown that the church is outward looking and has seen many people who align to evangelizing to the lost or captives attach themselves to the church and its beliefs and values.*

In regard to the methods and technique they have been using to adopt the strategies they were using, Respondent Elder church 6 had this to say;

*We have a 10 year strategic plan which we break down into annual strategic plans with annual goals for each department. We review these goals quarterly to ensure we are hitting the target.*

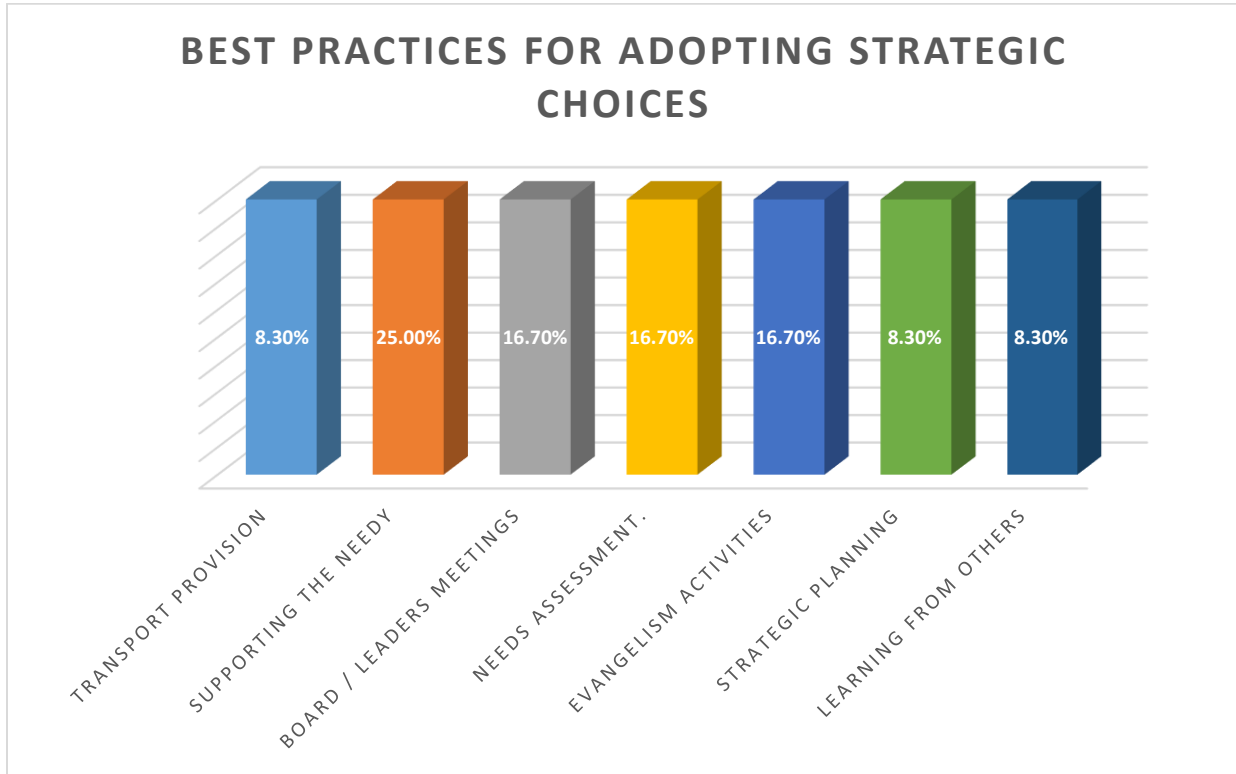
Furthermore, respondent Elder church 10 said that,

*The church carries out surveys to assess the best strategies to use for its growth.*

Respondent Elder church 1, added by pointing out two things as techniques which have helped them to adopt the competitive strategic choices they were using as *strategic planning and excellent leadership*. Furthermore, the 12 elders brought out different practices, activities or techniques which they used to adopt right competitive strategies for their churches. For example the activity of transporting members to church helped them to settle for Low cost leadership and differentiation strategies based on how they chose to implement those strategies. Figure 4.6 displayed the data how the 12 elders pointed out activities or methods as the best practices which have been helping them to settle for the strategies of their choice. Findings revealed that transport provision, supporting the needy, board and other leaders meetings, need assessments, evangelism activities, strategic planning and learning from others were among the best practices highlighted by the respondents.

**Figure 4.4. Best practices that help to adopt Competitive strategic Choices**

What best practices have helped you to adopt the competitive strategies you are using?



Source: Field Data, (2021)

The findings from figure 4.4 above showed that for a church to adopt a particular strategic choice, there are best practices which influence their choices. The findings above revealed that supporting the needy (25%) was the best practice used in adoption of competitive strategic choices. The other three practices have the same percentage distribution of 16.70% and these were board/leaders meetings, needs assessments and evangelism activities.

#### **4.3.3 Best practices used in adopting competitive strategic choices from the Focus Groups**

In regard to the best practices and activities Pentecostal churches used to adopt the competitive strategic choices for church growth the findings from the focus groups revealed that different churches had different activities and methods they were using to adopt their competitive strategies.

It was revealed by focus group church 10, who said that their good church constitution which they have, has helped them to adopt certain things or activities in the church, hence it has guided them to use certain strategies. Furthermore, one of the respondents in the same focus group stated that beside the constitution, they entirely followed the direction of their Father in the Lord who is the visionary to tell them which way was the lord leading them and what was to be done and how it was to be done. Here were the respondent actual words from focus group 10;

*We have relied entirely on preaching Christ, the rest of things begins to fall into place on their own. So from our church's perspective, we have relied on the vision as prescribed to our father in the Lord by the Lord himself.*

The other respondent from focus group church 6 revealed that the best practices they used to adopt particular strategies for church growth were many, besides the normal and usual way of adopting the strategies in the board meetings, church council meetings, there were other unique and important ways of adopting certain strategies through some departmental personnel's who got advice from the technocrats in those fields. The respondents from focus group 6 said that in their church, technocrats and professionals played a great role of giving guidance and professional help in various fields or departments of the church in regard to adopting competitive strategic choices.

The respondents from Focus Group church 6 said;

*In our church professional advice is highly valued. Once professional advice is given to a particular group, they take steps to implement things in a better and not traditional way, hence providing services in a unique and qualified way.*

The findings revealed that through the guidance given and productive advice provided, their church had been producing better results in regard to church growth, be it numerically and financially. The other respondent from focus group church 12 said that;

*We as members do not have a part to play in certain strategies, which our leaders choose to implement, because the visionary (our Pastor) simply communicates and implements certain things as directed by the Lord of which we do not debate about it.*

Some other respondents said that certain things did not need to be discussed because they were given to the visionary by the Lord to implement in a particular way. The emphasis from a number of them was that despite planning, certain strategies were imposed by the Holy Spirit on the Leader of the church. Focus group church 7, had this to say in regard to the best practices on how to adopt competitive strategic choices,

*Personally, I see these programs that they were started by looking at the needs of humanity and with different categories. These programs were started based on the needs of the society.*

The finding from focus group 7 revealed that the needs for the people in the community was usually identified and discovered by the visionary, who later shared with the Board and other leaders in the church before implementation. This brought out the fact that strategies were introduced or settled for, based on the needs of the people on the market.

#### **4.4.4 Best practices used in adopting competitive strategic choices -Mainline Clergy**

The four mainline church Clergies stated that Pentecostal churches look at which activities were helping them to grow their churches hence they settled for strategies which encouraged or embraced those activities or programs. The respondents stated that it was common in the Pentecostal churches to have members transported to church on Sundays. This was one of the best practices which Pentecostals were using to settle for certain strategies like low cost leadership or differentiation in their service provision.

One respondent who was mainline clergy 2, said that,

*The practice of transporting people to church is helping them that is why we are trying to go that way too, so that we help transporting those without transport.*

On the other hand the other respondent stated that though transporting members to church was considered a best practice for church growth, and they used it to adopt competitive strategic choices for their churches, he said that they too used this practice in their church especially when they were planting new churches as a form of evangelism, but it had its negative aspect attached to it because in the long run, members just become too dependent on the church that they don't make some effort to transport themselves, but it was good for evangelism when they were beginning the church. It can therefore, be stated that it was a best practice when one was trying to establish the new work. Here are the words of mainline clergy<sup>1</sup> on this best practice some Pentecostal churches were using to adopt certain strategies;

*At the beginning, years back, that was the style of evangelism we had at first, especially for our out stations but presently we have changed because we found out that people became so dependent on the church, and never made an effort to look into their own pocket.*

One of the mainline clergy Respondent cited "church 10" as an example of the churches which have invested in transport sector of buying buses to transport students from universities and colleges to their church, as a great investment, because when the students graduate those graduate might not forget the church which helped them to go to church when they did not have money, hence the church would be able to grow with those graduates being their members. This was what mainline clergy<sup>4</sup> had to say on the best practices;

*One of the best practices, I think is the issue of understanding that ministry is also becoming a business and if it's like a business it needs to be advertised, in any businesses there are gains and losses, hence investing in the ministry is a best practice.*

The informant further added that, the best practice in the Pentecostal churches was making use of the professionals in the areas of their expertise. Pentecostals do this by recognizing those people and giving them platforms to do what they know best. Here is what the mainline clergy 4 said;

*I want to state that, In a way on our part as the mainline churches sometimes we do not put the human resource to good use, in our churches we have professionals but sometime they become a threat to you as a minister, While our friends they use those professionals to their advantage. This is one of the tools they use, they go for the best by recognizing them and making use of them.*

On the contrary, the other respondent said that some of these competitive strategies like low cost leadership where churches transport people from different places to church, was not adding value to the growth of the church because Lusaka is big, so instead of taking the church near to people you take people to church, it meant that you were depriving many more people who would have had a chance of going to church if the church was near, but they were not able because the transport to take people to church was limited.

#### **4.4.5 Best practices used in adopting competitive strategic choices- Executive Director EFZ.**

The findings from the respondent, stated that the best practices used to adopt the competitive strategies were by assessing the needs of the community, knowing the community and taking the appropriate step on how to grow a church in that community. The respondent who is the EFZ Executive Director said that to adopt competitive strategies the church needed to use the best practice, and these were his actual words;

*To come up with the best strategies, you must study the community you are in and that is what will help you to strategize. So for me, the churches that grow by buses is not*



*sustainable, but the more sustainable, is to know what is in your community and how you can reach the community for Jesus Christ.*

The findings from the EFZ ED revealed that it was important for churches to come up with the strategies after studying the community they were in so that they implement the strategies which were able to meet the needs of the people in those communities based on their capacity and needs of people around them.

#### **4.4.6 Summary of findings on research question three.**

Figure 4.6 summarized well the best practices for adopting competitive strategic choices. The findings on research question three have revealed that transport provision (8.3%), supporting the needy (25%), boards/ leaders meetings (16.7%), need assessments (16.7%), evangelism activities (16.7%), strategic planning (8.3%) and learning from others (8.3%) were the best practices the key informants of this study brought out. Each and every church had its own way of adopting their competitive strategies based on their needs and focus of ministries, since needs and focuses differs from church to church.

#### **4.4.7 Summary of chapter four.**

The findings showed that different Pentecostal churches used different competitive strategic choices for church growth. They also had other factors that helped them to record church growth. Findings have revealed that both competitive strategic choices and other factors helped the churches to record church growth to some extent. Furthermore findings have revealed that there are best practices and activities that helped Pentecostal churches to adopt competitive strategic choices for church growth. The findings have identified that competitive strategic choices for church growth have helped to establish the extent to which the strategies affect church growth.

## CHAPTER FIVE: DISCUSSION OF FINDINGS

### 5.0 Overview

The previous chapter presented the findings regarding the Competitive strategic choices for church growth in selected Pentecostal churches of Lusaka District. The purpose of the study was to identify and establish the competitive strategic choices different selected Pentecostal churches in Lusaka District were using for church growth. This chapter therefore, is dealing with the discussion of the key findings which have been presented in the previous chapter as well as the important points from the literature review relating to this study which have been articulated in chapter 2 of this study. David & Sutton (2004:338), said that “the discussion section should bring together the main research findings and the key elements of the literature review....” Hence, this chapter discussed findings of this study under the headings drawn from the objectives and the emerging themes. The discussion related the findings of other studies reviewed in chapter two under literature review, and those which the study brought out from the data collected. The discussion of findings were guided by the headings drawn from the objectives of this study. The discussion also made use of the theories adopted for this study which are the Resource based view and Market based view theories (Ekeagbara, *et al.*, (2019). The conceptual framework used in this study has also helped in the discussion of findings. The researcher’s views on the extent to which the objectives have been addressed by different respondents. The findings of the study were interpreted by the researcher as well as making some suggestions for future research. All this was done for the purpose of supplying adequate discussion of findings on the three objectives. The objectives of the study which are the headings of discussions in this chapter were to *identify competitive strategic choices for church growth* selected Pentecostal churches in Lusaka District implement, to *establish the extent to which competitive strategic choices affect church growth* in

Pentecostal churches, and lastly to *assess the best practices Pentecostal churches use in the adoption of competitive strategic choices* for church growth.

### **5.1 Discussion of findings on Identifying Competitive strategic choices for church growth.**

It has been established that the Pentecostal churches like many other effective organizations and institutions do use the competitive strategic choices for church growth knowingly or unknowingly. The following strategies are among the many strategies which the Pentecostal churches were using as their competitive strategic choices for church growth. The findings from all the 5 categories of respondents on competitive strategic choices brought out Differentiation, Diversification, Focus specialization and Low cost leadership strategies as the major themes or strategies these Pentecostal churches were using. This is in line with what Musili, (2014) discovered on the strategies adopted by mainstream churches in Nairobi. All the activities and methods revealed by the respondents easily fit in any of the four major strategies mentioned above. The discussion of findings on identifying competitive strategic choices for church growth were discussed based on the four major highlighted themes stated here, which are differentiation, diversification, focus specialization and low cost leadership (Porter, 1985). Besides these themes, the respondents brought out some other factors as factors for church growth and these were referred to as extraneous variables (Okeke and Van Wyk, 2015). The findings from all the 12 different clergy, 12 Elders and 12 focus groups have revealed that no single church used only one competitive strategy for church growth, but all the 12 selected churches use two or more strategies as their competitive strategic choices. The findings have shown that some of the churches used all the four strategies in various ways, while others used three and others used at least two of them.

### **5.1.1 Differentiation and Diversification as Strategic choices for church growth**

The findings in Table 4.7, page 53 of this study showed that churches love to use differentiation and Diversification strategies as their competitive strategic choices. The findings from Table 4.7 show that the clergy revealed that all the 12 churches used differentiation strategy and 11 churches also used diversification strategy. The elders revealed that 10 churches out of 12 used differentiation and 8 churches used diversification, while the focus group said that 7 used differentiation and 8 used diversification strategy. The researcher established that all the 3 categories of Pentecostal respondents who are the clergy, elders and focus groups were all agreeing that differentiation and diversification strategies were the mostly loved by the Pentecostal churches. The researcher established that differentiation and diversification strategies were the mostly used strategies owing to the fact that they were easy and cheap to use, while focus specialization and low cost leadership were used less though very effective, because they demand more resources and great capacity for them to be well implemented. This meant that differentiation and diversification were the most loved strategies. From the findings it has been proven that the churches were using these competitive strategies based on their capacities and circumstances surrounding them and surrounding the people in their compounds and city. This position is in line with what Musili, (2014), said on the Mainstream churches in Nairobi, where he said that, all the mainstream churches in Nairobi County have adopted certain competitive strategies more appealing and important, and based on their systems of operations. From the literature of Musili, (2014), it is evident that churches operate with strategies and they choose their strategies based on their market conditions, inner capacity, as well as things they consider important and appealing based on their system of governance and operation. This is in line with the findings of this study and also in agreement with what Mwansa, (2007) brought out in his literature for ZCAS as an

institution where he said that, ZCAS has a strategic plan, because growth does not just happen but it must be planned for, by using various strategies. The researcher established that different Pentecostal churches have chosen different strategies appealing to them and fitting their capacity and ability of using them effectively.

Furthermore findings from Table 4.4, page 39 have revealed that Differentiation and diversification were the mostly used strategies in the Pentecostal circles than focus specialization and low cost leadership strategies. This shows that Pentecostal churches have taken a step of using new strategies for church growth. This position is in line with what Bradley, (2018) pointed out when he said that, there was a worldwide need for new strategies to be implemented if the churches were to record church growth. With these findings the research has established that differentiation and Diversification are the strategies mostly commanding the market in the Pentecostal churches. The study found out that churches with less finances and other resources like competent or high profile human resources prefer to use differentiation and diversification strategies because these two strategies do not need more resources like Focus specialization and low cost leadership strategies. The researcher has established that the reason why differentiation and diversification were the mostly used strategies according to the findings from all the 5 categories of respondents, was that both churches with strong financial base and those with weak financial base preferred to use them, because they added value to their churches. The findings show that Differentiation and diversification strategies have helped many churches to record church growth, because they were Strategies which do not heavily depend on the church's financial capacity. The findings were that churches using Differentiation and Diversification strategies mostly made use of the needs they assess in the communities. This is in line with what Musili, (2014) said when he stated that, all the mainstream churches in Nairobi County have adopted certain competitive strategies more

appealing and important, based on their systems of operations. The findings further agrees with the theory of Market Based View (MBV) which the researcher has pointed out in the theoretical framework. To support this argument, Wang, (2014) said that the Market Based View (MBV) theory also known as the Market positioning view, brings to light the industry factors and external market conditions as the primary determinants of organizations performance. Furthermore the findings from the Pentecostal clergy have shown that differentiation strategy and diversification strategies are strategies which are highly used by most Pentecostal churches because they are more user friendly because they only need skill, creativity, innovation and vision for the church leadership to implement them and grow the church.

### **5.1.2 Focus Specialization and Low Cost Leadership as strategic choices for church growth.**

The findings from the 12 elders, 12 clergy and the 12 focus groups have revealed that focus specialization and low cost leadership strategies are used by few Pentecostal churches, because these two strategies need a church to have proper inner capacity financially to implement them. For example, for a church to engage itself into providing transport to people who come to church with the view of providing quality services and making it cheap for the members, the church must have money to buy buses, or to hire buses for their members to use. A Small church, with little resources cannot manage to use this strategy, because it is costly. This was confirmed by respondent clergy 9 who said that they have not reached that level of transporting people to church, because their resources are limited, they don't have the capacity to use low cost leadership strategy. One clergy lamented that certain strategies cannot be used by certain churches because of lacking the inner capacity financially. The findings have revealed that sometimes one may have a very good strategy but because of lacking the inner capacity and the resources needed to propel that strategy, the strategy is not used, hence failing to achieve what one wanted to achieve if he/ she

had resources to use that strategy. This position is in agreement with the Resource based view (RBV) which states that the inner capacity has a lot to do with the success of an organization or church (Ekeagbara, *et al.*, (2019). It is therefore, important for anyone who wants to record growth in an organization to take steps of building up the inner capacity of the organization, holistically. The researcher has therefore, established that to use certain competitive strategies, churches need to build their inner capacity to be able to meet the needs of people who come to church and those in need of their services out there. This is in line with Muasa (2014) recommendation to the management of Naivas Supermarket where he stated that they all needed to undergo occasional trainings for them to up the game in business. This was all about building the internal capacity of the company so that the organization should be able to record success. The researcher has identified some churches that they have taken sometime to build their inner capacity materially and financially, hence they have the ability to use any strategy even though that strategy is costly to implement. The findings in this regard show that respondents Clergy 7, 10, and 12 are using focus specialization by using Television Station as their focus specialization strategy, because they are capable of financing the project. Respondent Clergy 7, and clergy 12 emphasized that TV has greatly helped them to grow the church, that is why they have invested in it and focused on it. From these finding the researcher has established that a church which is struggling financially or which has no financial capacity cannot manage to choose focus specialization strategy, and low cost leadership strategies because these strategies requires good amount of resources to be available for them to be implemented effectively. It is therefore, automatic that those churches which cannot manage to go for focus specialization as their competitive strategic choice, choose to go for diversification strategy, or differentiation strategy because they require no or less financial resources to implement them.

The findings from the focus groups have revealed that those churches which have settled for focus specialization and low cost leadership strategies as their competitive strategic choices have assessed the market needs and have settled for specific programs or activities as tools for church growth because they have some financial capacity to invest in those chosen activities in order to record the best outcome for church growth. This is in agreement with what is in the theoretical framework of this study where Wang, (2014), said that, the inner ability or capacity is one of the major way that helps the organisation to identify which strategy they can manage to use based on their financial or material resources. For example, the respondents from focus group church 6 Elder church 6, and Clergy church 6 stated that they settled for focus specialization strategy as a competitive strategic choice for their church, because they have the capacity and that strategy has helped them to grow the church to a certain extent. This is in conformity with what Kayombo and Carter, (2019) said regarding ZCAS that it has commanded the higher education market because of its identified courses available, teaching quality, good facilities and infrastructure which are the top four sources of competitive advantage for ZCAS. From these findings the researcher established that all Pentecostal churches need to identify their best strategies for effective church growth if they are to command the Christian market, just like ZCAS is commanding the higher education market against its competitors. This is also in agreement with Phiri, (2016) who said that organizations, need to identify various growth strategies which a dying economy, dying business or dying organisation can use to get revived. The researcher established that if churches were to do what Phiri, (2016) said, they were able to overcome stagnation and lose of membership which Atoyebi, (2010) reported in his literature about city churches.

Based on the findings, the researcher further established that churches with a good financial base were the one's mostly using these two strategies of focus specialization and low cost leadership as



their key competitive strategic choices because they were able to use their financial power or muscle to finance these projects. From the findings it was concluded that no church can be able to buy buses, like church 1 with 3 minibuses and church 10 with 7 minibuses or church 4 with 1 bus and hires other buses every Sunday to transport students and other members if the church has no money or strong financial base. Furthermore, no church can have better church buildings and wonderful facilities like church 3, 6, and church 10 if they don't have a well-established inner financial capacity. This position is in agreement with the Resource based view (RBV) which is stated in the Theoretical framework of this study which says that, the internal resources and the internal capacities which the organization has developed in order for it to compete favourably on the market environment helps it to command the market. (Ekeagbara, *et al.*, (2019). Ekeagbara, *et al.*, (2019) further stated that resource based view, is a theory which strategic organisations use to identify their abilities and resources within the organisations and use those resources to develop sustainable strategies that are able to give the organisation a competitive advantage over its competitors in the industry/ sector. It is therefore, established in this study that churches with a good financial stance are the ones using low cost leadership and focus specialization strategies as most effective strategies for them, because they are able to command the market with their available resources.

The findings from focus groups 7, 12, as well as clergy church 7 and clergy church 12 all revealed that their churches have chosen to invest in the media, by establishing TV stations, so that they capture people through their own TV channels, while church 10 clergy and focus group 10 also stated that they have been on ZNBC TV as a church for years and years, and this has helped the church to grow to a great extent. The findings therefore, show that the churches in Lusaka district are growing because they are operating in line with the suggestions which Jones, (2019), proposed

in his research when he said that, there is need for the churches everywhere, to engage certain gamesmanship strategies to change the situation from declining to growing. The researcher concluded that church growth is surely connected to better strategies churches chose to use, even as the leadership depends and trust God for effective growth.

The study has established that all the 12 churches use differentiation strategy as one of their strategies and 11 of them use diversification as one of their competitive strategy, meaning that, all the churches which use Focus specialization and low cost leadership strategies do use these other two strategies too. The researcher established that even big or financially strong churches do use differentiation and diversification as strategies they can use without using money or more resources.

### **5.1.3 Other Factors that help the Pentecostal Churches record Church Grow**

Table 4.6 on page 49 brings out the finding from all Pentecostal respondents who are the key informants in this study which shows that 12 clergy, 12 elders and 12 focus groups have revealed that besides the competitive strategic choices other factors such as pastors help the church to grow to a very great extent, while church location family connections and church builds among other things also do help the churches to record church growth to great extent. From these findings, the researcher established that church growth is a product of both competitive strategic choices which are considered to be independent valuables and other factors which are considered to be extraneous valuables. This is in conformity with figure 1.1 which is the conceptual framework of this study, which is indicating that church growth which is the dependent valuable is a product of the independent valuables the competitive strategic choices, and the extraneous valuables which are the other factors It also agrees with the Deterministic assumption (Analysis) which states that all

events have got causes and are determined by a previous state of affair or results of a secondary product are usually influenced by some primary things. (Johnson and Christensen, (2014). Based on these findings the researcher established that church growth does not just happen on its own, but there are things which make it happen, which every church leader must be mindful of. The findings from the respondents have revealed that different factors like church location helps the church to grow, because some of the people simply prefer to get to a church near their home, while others prefer to go to a church which is located in a clean and safe environment. Findings from clergy 3, and 6 have revealed that people go to a restaurant that cook well, meaning that people go to a church that has a good pastor and also to a church which meet the needs of the people.

From these findings, the researcher has established that church growth is not entirely dependent on the competitive strategies, no entirely on the other factors like Anointing and grace upon the pastor, but the researcher deduced that church growth is dependent on competitive strategies and on other factors for growth. This position agrees with Figure 1.1, page 11 which is the researcher's Conceptual framework which stated that church growth is a dependent valuable, depending on the competitive strategic choices which are the independent valuables and other factors which are the extraneous valuables. This concept shows that one may use the competitive strategies like differentiation, Diversification, Focus specialization and Low cost leadership to grow the church, but still there are other factors which are regarded as extraneous valuables which all the respondents brought out strongly that they are key factors that help the church to record church growth. The findings have revealed that the factors like the pastors Anointing and way of doing things, church location, church building, family connections and many more other factors are extraneous valuables that add up to the growth of the church. The researcher has established that the reason why pastors are regarded as one of the highest attraction in regard to church growth in

Pentecostal churches is because members connect with the pastor because of the grace, upon the man or woman of God, which is different with the mainline churches where members connect with the denomination name than the pastor. This is the reason why in Pentecostal churches some members easily change churches than in mainline churches because once they disconnect with the pastor they don't see the need of being in that church any more, that is why some respondents have stated that there is lack of stability in Pentecostal members, hence having some members moving from one church to another within the Pentecostal churches. This position is in agreement with what clergy church 7, clergy church 8, focus group church 1 and focus group church 8 said in regard to lack of stability of some members in Pentecostal churches. Further findings in figure 4.3 show that 25% of the elders have been to one church before, being where they are now, another 25% have belonged to two churches before coming to the church they are now, and 41.70% have belonged to three or more churches before coming to where they are now, which confirms that Pentecostal members like changing churches. The researcher therefore, concluded that though church growth is there to a great extent, the churches would have recorded better results if church hooping was controlled by the church leadership

## **5.2 Discussions on establishing the Extent to which competitive strategic choices affect Church growth.**

The study established that there are competitive strategic choices that help the church to grow to some extent and also that there are other factors too that are helping the Pentecostal churches to grow. All the respondents have stated that churches are growing to different extents as they use the competitive strategic choices. To establish the extent to which the competitive strategic choices and other factors affect church growth the researcher has discussed the findings according to the five categories of the respondents of this study. The findings from the Pentecostal clergy

respondents brought out two things as major contributors to church growth in the Pentecostal churches. The researcher established from the findings that, competitive strategic choices as well as other factors are the ones that are helping the churches to record church growth to a very great extent, great extent, moderate extent, and low extent since they supplement each other. This sentiment was supported by all the 12 Elders and all the 12 focus groups. According to all the clergy, elders and focus groups findings revealed that church growth is practical in their churches to a great extent because they use the competitive strategic choices and God allows the other factors to make the churches grow.

### **5.2.1 Discussion on the Extent to which competitive Strategic choices affect church growth.**

The study established that all the 65 respondent reported that competitive strategic choices were affecting church growth in the Pentecostal churches. The findings have revealed that most Pentecostal churches in Lusaka District have grown to a great extent, and moderate extent because of using these competitive strategic choices. Some churches have positioned themselves well because of using these strategic choices in an effective way. This is in line with what Porter, (1985) said in his definition, when he said that competitive strategy is a search for favourable competitive position in an industry. It has been revealed that with the use of competitive strategies a good number of churches have grown to a great extent and a good number of churches have grown to a moderate extent, with a few growing to a very great extent. This situation differs from what Atoyebi, (2010) stated in regard to church growth crisis in cities, where he said that churches stagnate in the cities because of several factors ranging from a weak or failing leadership who neither stay on the job in church nor stay on the Word on pulpit. What Atoyebi (2010) said is the exact opposite of what all the different respondents, who are the clergy, elders, and focus groups, because they said that their churches were growing to some extent, even though the extent of

growth differed from church to church. The findings from the respondents were also different from what Webb, *et al.*, (2014) said, when he stated that many churches in America have been losing members ever since 1970s, hence the churches need to come up with new strategies of attracting and retaining members. The researcher established that the findings from the Pentecostal Churches in Lusaka District were different from the findings of Webb, *et al.*, (2014) as recorded in literature review of this study on global perspective, and also differs with the findings of Atoyebi, (2010) which are findings from the African continent perspective. From the findings, it shows that the situation in Lusaka district, Zambia is different, from the others because findings show that churches have been growing and not stagnating. The researcher therefore established that the Lusaka Pentecostal churches are growing because of the competitive strategic choices they are using for church growth. This is in agreement with the suggestion which Webb, *et al.*, (2014) brought out in literature when he said that churches need to come up with new strategies of attracting and retaining members. The researcher has concluded that the competitive strategic choices being used by the Pentecostal churches are helping them to grow the churches to a great extent because good and competitive strategies help churches and any other organization to grow effectively. This is in agreement with Teece, (2009), who said that, engaging good models, good strategies and proper innovations leads to effective business and service delivery to the customers. The researcher therefore, established that Pentecostal churches are growing to a great extents in Lusaka district because Table 4.9, page 61 has revealed that 8 out of 12 elders which is representing a percentage of 66.7% of the Elders handling the administration of these churches revealed that the churches are growing to a great extent and 3 out of 12 elders which is 25% revealed that churches are growing to a very great extent. It is only 1 Elder out of 12 which is 8.3 % who said that the church is growing to a low extent. Based on these findings the study established that there

is church growth taking place in the Pentecostal churches in Lusaka district even though the extent of their growth differs from church to church.

The findings on the extent to which the competitive strategic choices affect church growth in Pentecostal churches show that most of the Elders who are the respondents in administration acknowledged that strategies are helping their churches to grow to a great extent. The results are different in these churches because they use different strategies and their implementation of these same strategies differs from church to church. The findings have revealed that these churches are using any of the four major strategies which are differentiation, Diversification, focus specialization, and low cost leadership, besides using any other available strategies they see fit for their churches. The researcher has ascertained that the competitive strategies have helped these Pentecostal churches to record growth to some extent. This is in conformity to what Mwansa, (2007) said when he said growth does not just happen, but it must be planned for, by using various strategies. The researcher has established that church growth does not happen independently, but it is always dependent on certain things like strategic choices and other factors. This position is in line with what the researcher's conceptual frame works states in figure 1.1, page 11 of this study, where the Conceptual frame work reveals that Differentiation, Diversification, focus specialization and low cost leadership are independent variables which helps the churches to grow when implemented. Furthermore, the conceptual framework shows that it is not only the competitive strategies which help the church to grow, but other factors like church location, church building, pastor, family connections which are considered as extraneous variables also do help the churches to record church grow to some extent. Findings in Table 4.6, page 49 and Table 4.7, page 52 shows that competitive strategies and others factors do help the churches to grow to a very great extent, great extent, moderate extent, and others to a low extent.

Respondent Elder church 6, revealed that their strategy of focus Specialization has helped them to a very great extent in helping the children get saved and grow in the faith in Jesus Christ, because they spend time to minister to the children in a unique way as they also use differentiation strategy, every Sunday and that has helped the church to grow because parents appreciate the good services being rendered to children and many other families get encouraged and join the church because of the good news they hear about good services offered to the children. To justify this respondent Elder church 6 stated that the membership of their church is approximately between 3000 to 5000 members who gather at one place for worship every Sunday. The researcher established that, the respondent attributed this great growth to the two competitive strategies of differentiation and focus specialization they are using as well as other factors as things which have helped them to record that growth to a very great extent. The other respondents said that the competitive strategies being used by their churches have helped them to plant a good number of churches within Lusaka district. The researcher agrees with the findings revealed by the respondents that new people have joined the church through the use of the competitive strategic choices.

Based on the findings the researcher established that, competitive strategic choices have helped Pentecostal churches to record church growth in different ways and made them have great impact and great results in various areas of their operations. This is different from the findings in the US Office of International Religious Freedom (2019), report which showed that from 2016 up to 2019 the church in Zambia has not grown, because the percentage of Christians countrywide has remained stagnant at 95.5% for the past four years. The researcher has established that the church in Lusaka and Zambia in general has grown because all the respondents in this study have indicated categorically that their churches are growing, either by increasing Sunday service attendances who come to one central church like church 6 which has 3000 to 5000 church members meet every



Sunday, and church 10 which has about 8000 adults gathering at one place of worship every Sunday, or like church 11 which has planted over 20 churches in almost all compounds of Lusaka.

The researcher has further established that if in 2016, Christianity percentage in Zambia was at 95.5% when the population was far less than the population which Zambia had in 2019, when Christianity percentage of 95.5% country wide was obtained. Based on these the researcher established that churches in Lusaka district and Zambia as a whole are growing because population has over the years increased in Lusaka and entire country. It is therefore, deduced that having the same percentage of 95.5% Christianity in the entire country in 2016 and in 2019 shows steady growth and also having a degree of stability. The researcher established that the Pentecostal churches in Lusaka district are steadily growing with the growing population of the district.

On the contrary, the findings from the EFZ Executive Director brought out a different dimension when he said that churches in the past 10 years have not grown much, because the churches have not taken up deliberate programs of evangelism and winning souls in crusades. According to this respondent, churches have recorded a bit of growth, not because they use the competitive strategic choices, but because of other factors like family and friendship connections, hence growth has been more by church members inviting their friends, relatives and neighbors to church which has helped to bring forth some form of growth to an extent. But radical and remarkable church growth has not been in the church for the past 10 years now. Further findings from this informant revealed that some of the Pentecostal churches have somehow grown by copying what others are doing and they work on it and implement the same thing in a better way to surpass those they copied from by doing things much better than the ones they copied from. This is in agreement with what respondent mainline clergy 4 said, and Pentecostal clergy church 6 brought out as one of their best way of coming up of the right competitive strategic choices to implement. To justify this clergy

church 6, said that it is important and wise to learn and copy things which are working for others if you want to get far and beyond those you are learning from who are better than you or have gone ahead of you. The researcher has established that findings from this respondent still show that church growth is there in Pentecostal churches though not much. The researcher established that when churches grow by copying what others are doing is part of using the Market Based View (MBV) and when churches are growing by members inviting friends and relatives is using Resource based view (RBV) that is using the internal capacity of members to win souls by invitations. This type of church growth is in line with what Ovidijus, (2013) said, when he stated that, using MBV and RBV theories is important because they view internal resources and market conditions as the key, so that they attaining superior and high position organization performance over other competitors. The researcher therefore, established that copying and doing more than others are doing is part of using differentiation strategy, and using your own members to invite others to church is another good strategy of diversifying since you use different classes of people to reach their own classes and families as you use your own members as your available human resource to grow the church.

### **5.2.2 Discussion on establishing what extent do other factors affect church growth.**

The different respondents have pointed out in clearest terms that church growth is being made possible in their church because of both the competitive strategic choices and the other factors God and the members of these churches have allowed to work positively for them. The findings from table 4.12, page 63, has established that pastors grace and way of doing things tops up the list on how it affects church growth. The factors reported in the table are church location, church building and facilities, pastor's grace and way of doing things, family connections, Denomination/ church name and anointing and grace upon the church. The study from the Pentecostal respondents only,

established that these different factors affect church growth in various ways as tabulated here; 35 out of 60 respondents (21%) is for pastors; 33 out of 60 respondents (20.6%) is for church location; 34 out 60 respondent (21.2%) is for anointing and grace of God upon the church; 30 out of 60 (18.8%) is for family connections; 25 out of 60 respondents (15.6) is for church building and facilities and 3 out of 60 respondents which is 1.9% is for denomination/ church name. Based on these findings from the key Pentecostal informants the study established that other factors cannot be ignored or sidelined when it comes to effect of church growth. The researcher concluded that despite the Pentecostal churches implementing the competitive strategies well, but if these other factors are not helping the church to grow, the growth of that church cannot be to a very great or great extent, because other factors like the Pastor, church location, family connection and church buildings matter a lot to people. That is a reason why churches without their own Pastor only having a visiting pastor to help them, churches without their own church plot or having their own church building, have difficulties to grow the church with permanent member, because people come and go, because these key factors which help the churches to grow are missing. The researcher concluded that each and every church has a huge task to improve those other factors such as church building and its facilities and any other factors which are able to be improved so that they become more attractive to people and be a great source of church growth.

### **5.2.3 Summary**

From the findings and what was quoted from literature, the researcher has established that Pentecostal churches in Lusaka district are growing to different extents depending on the level of these churches, and their capacities. Findings have revealed that their growth is attributed to the use of competitive strategic choices and the use of other factors which draw people to those churches. Findings have also revealed that in all Pentecostal churches, there is need for new

strategies of overcoming the challenge of membership loss to be implemented so that the church growth being recorded should be sustained and be greatly felt in the city and country at large. From all these findings the researcher has established that there is really a great need for the church to come up with new strategies for church membership retention, because people can be attracted by various strategies, but there is need for the churches to have the capacity to grow the membership by attracting them and having the capacity to retain them in their churches. From all the respondents it has been established that differentiation, diversification, focus specialization and low cost leadership are the key strategies being used by the selected Pentecostal churches in Lusaka district, which help the churches to grow to low, moderate, great and very great extents. The study has also nailed it down that, other factors such as the Pastor, church location, church building, and family connections among other things are also helping the churches to grow, hence church growth is a product of competitive strategic choices and other factors that help it to grow.

### **5.3 Discussion of findings on assessing the best practices of adopting competitive strategies for church growth**

The data gathered from the different respondents in this study has revealed that the four different competitive strategic choices are not just adopted by churches, but they are adopted based on what is prevailing on the market, and the inner capacity that the church has to meet the need of the people. This is in line with the two Competitive advantage theories which are RBV and MBV which are in the theoretical framework of this study. Hooley, *et al.*, (2017), stated that using these theories is what helps us to understand the competitive market place positioning. The researcher established that assess the market needs and one's inner capacity is the best practice for every church if it wants to adopt good and effective competitive strategic choices.

The findings from the Pentecostal clergy have revealed that all the Pentecostal churches use their best practices of assessing the needs, so that they may come up with the right strategies for their churches. Respondent's clergy 8 revealed that whatever they do, they discuss them with the pastoral team under him, then shared and discussed with the board of elders, where the decisions and strategies are made and adopted for implementation after presenting them to the entire church for implementation. The other findings have revealed that the church leadership is the team which always look into any proposed activity or strategy and based on what is prevailing on the ground or market as well as the capacity which the church has in that field being looked at.

The findings from all the 12 clergy have revealed that based on their individual church assessment, way of doing things and system of operations, they end up settling for specific strategies to use as a church. This is in line with what Musili, (2014) said when he said that churches choose strategies that are appealing them, in order to command a competitive advantage.

The researcher has established that it is when these Pentecostal churches see and assess what is going on in the city and what they can manage to offer that they take steps to meet the needs of the people by packaging their products and services different from other churches. This is in line with the Market based view theory (MBV), where Hooley, *et al.*, (2017) said that the MBV is what helps organizations to understand the competitive market place positioning. Hence they take steps and make informed decision on which strategies to use based on the needs and conditions on the market. The findings have revealed that they also take steps to diversify what they do so that they capture as many as they can regardless of age, status and colour or nationality. This is in line with what Kouaga, (2019) said on what a city church need to do if it is to make its church an international church, diversity is the way to go.

Findings from the respondents established that a good number of the Pentecostal clergy have strategic plans be it annual plans or more than one year plans like 2 years, 5 years or 10 years which are helping them to settle for specific strategies to use for church growth. For example strategic plan for church 10 wants to reach a million people with the gospel in 5 years. Based on these finding, it has been revealed that programmes and activities are tirade according to the strategies they want to use to achieve their goals.

The researcher has established that all the Pentecostal churches do hold monthly, or quarterly, board meetings to plan and decide on different issues to undertake, of which programming, ministry activities and strategies are among the things which come out of those board meetings. Furthermore, it has been revealed that Pentecostal churches make decisions annually on how to do things each year and with what strategy to use for any activity.

The findings from the Elders revealed that some churches use the art or practice of copying or learning from others who have gone a heard of them. The researcher established that some Pentecostal churches are good at learning from other, by putting into practice what other have been doing. Respondent elder churches 3, 4, and 10 revealed that the best practice they do for them to adopt a best strategy has been to identify the needy of people in society. The researcher has established that a good number of Pentecostal churches also settle for certain strategies based on the activities and programs which the church likes to do. The study established that the best practice churches are using have helped them to touch many lives of the needy people such as the prisoners through prison ministry, families through home cell meetings, the students through bus ministry.

In regard to the method and technique they have been using to adopt the strategies they are using, the study has established that the documents such as the constitution and strategic plan have been helping their churches to settle for best strategies for their churches. The researcher has also established that some churches do carry out surveys to assess the best strategies to use for church growth, after which they look at which strategies can they use based on their inner capacity. This is in line with what Wang, (2014) said in the theoretical framework of this study that, Resource Based View (RBV) is another dominant theory used when selecting some competitive strategies for the organization to record a competitive advantage over other competitors. The researcher therefore, deduce that for Pentecostal churches to settle for which strategies to use they do consider their inner capacity or ability and what is prevailing on the market hence conducting needs and market assessment helps them to record growth, because that is what helps them to have a market penetration. This is in line with what Phiri, (2016) brought out when he said that, Market Penetration, market development, Product development, diversification and Horizontal strategies and other alternative strategies are strategies which are able to give an organisation competitive advantage over its competitors. This means that there is room and hope for any dying church to get back to life and start to record church growth if it is able to adopt the right competitive strategic choices for church growth.

The researcher established that despite having different ways, different churches use what it sees best according to their system and mandate they have, because some starts in the board meetings while some starts with the clergy and shared with the board members. Findings show that the Passion of the visionary which is shared with the leaders is what the entire church usually implements. Some strategies are discussed while some are given out as instructions ready to be implemented by the church. The study established that the other best practice of adopting the

competitive strategic choices is that of making use of the professionals and technocrats to advise the leadership on the best way to go in particular fields and programs.

#### **5.4 Summary of chapter Five.**

The chapter presented the discussion of the findings on the competitive strategic choices for church growth in selected Pentecostal churches of Lusaka district. The researcher is in agreement with the findings that all the Pentecostal churches are using any of the four competitive strategies as their competitive strategic choices according to their system of operation as well as according to their capacity. The study established that the different Pentecostal churches, clergy and membership do use these strategies knowingly or unknowingly, but at the end of it all church growth is recorded. From the research done, the researcher agrees that differentiation and diversification strategies are the mostly used strategies in the selected Pentecostal churches in Lusaka district. The researcher is also in agreement with the findings that Focus specialization and Low cost leadership strategies are used by a few financially capable churches in Lusaka district because they require a bit more financial resources to be used effectively than the other two strategies. Furthermore, the researcher concurs with all the respondents who said that besides the competitive strategic choices being used for church growth, there are other factors which are helping the churches to grow, such as church location or church building. The conclusion of the findings are that, church growth is a dependent variable which is dependent on the competitive strategic choices as independent variables, as well as depending on the other factors which are the extraneous variables for church growth. It is established that church growth cannot take place without the independent variables which are the competitive strategic choices and the extraneous variables which are the things that attract people to churches besides the strategies being implemented.



## **CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS**

### **6.0 Overview**

The previous chapter presented the discussion of the findings of this study and this chapter is presenting the conclusions of this study, provide some recommendations on the competitive strategic choices for church growth in selected Pentecostal churches of Lusaka district and bringing out further suggestions on the subject matter.

### **6.1 Conclusions**

The purpose of this study was to identify, examine and ascertain the competitive strategic choices for church growth in selected Pentecostal churches of Lusaka district.

The study established that church growth in all the selected Pentecostal churches of Lusaka district was recorded because of the competitive strategic choices these churches used, and because of other factors which played a great role of drawing members to those churches. The findings on Objective number one have revealed that church growth was a product of two things, competitive strategic choices, such as differentiation and diversification strategies and other factors like grace and anointing on the pastor, church location, and family connections, which also do affect church grow to a great extent.

The 65 respondents brought out facts that church growth was dependent on competitive strategic choices as well as some other factors which different churches enjoyed their benefits even without putting much effort on them.

On research objective 2 the findings show that the competitive strategic choices being implemented by the selected Pentecostal churches in Lusaka district were helping the churches to

grow to a great extent, despite some challenges of losing some members due to members instability and challenges caused by covid-19 pandemic.

The findings on research object 3 established that different churches used different methods and techniques to identify the needs of the people in order for them to adopt the competitive strategies for church growth. Findings show that they used best practices to adopt their competitive strategic choices. The study established that transport provision, supporting the needy, boards/ leaders meetings, need assessments, evangelism activities, strategic planning and learning from others were among the best practices the different churches used to adopt their competitive strategic choices.

The findings on the other factors revealed there were things such as church location, family connections among other things which automatically and quietly attract members to church. These factors differ from church to church because different people gets attracted to a church by different factors. The study therefore, concludes that church growth in Pentecostal churches of Lusaka district was dependent on both the use of competitive strategic choices and use of others factors that attracted people to these churches.

## **6.2 Recommendations**

Based on the findings of the study, the researcher brought out these suggestions as recommendations of this study.

- The Pentecostal Clergy need to undergo specific trainings in strategic management in order for them to learn how to effectively choose and implement the competitive strategies in this dynamic and competitive world.

- The Pentecostal leaders should be trained to run churches like business, by using business principles to improve church growth and avoid massive loses of members.
- Differentiation and diversification strategies which are the mostly used strategies in the Pentecostal churches should be used in a more professional and effective way by the church leadership for them to record church growth
- All the Pentecostal churches should learn to embrace all the four strategies in their operations and have one or two as their major competitive strategic choices.
- The churches should seriously learn to identify the strategies and other factors that builds their churches and cultivate more on them.
- All the Pentecostal churches should find ways and strategies that help them command the market.

### **6.3 Suggestions for further study.**

This study focused only on Lusaka district, but the same study can be done in other districts of Zambia. It is therefore, suggested that further studies should be done also on the following topics;

- i. The Impact and benefits of running a church like business in this competitive world. A case of selected urban churches in Zambia.
- ii. Analyzing and establishing the reasons why the pastor s in Pentecostal Churches are a great source of attraction and church growth than in mainline churches.
- iii. Assess and establish Sustainable and competitive Strategies for membership retention to maximize the church growth in Pentecostal churches in selected towns of Zambia.

## **6.4 Summary**

The conclusion in this chapter has been presented in line with the objectives of the study. The chapter brought out some recommendations derived from what the study identified and established. Lastly the chapter has lined up some suggestions for further study.

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## **APENDICES**

### **Appendix I. *Letter of Introduction***

To Whom It May Concern,

Dear Sir/ Madam,

My name is Isaac Nkhoma, a student of Masters of Education Leadership and Management at Chalimbana University. I am conducting a research on *Competitive strategies implemented by selected Pentecostal churches in quest for church growth and membership retention in Lusaka District*. For me to do this research successfully, you have been chosen to be one of my resource persons in this research.

Therefore, this letter serves to request you to assist me with the needed information through the one to one interview or through the questionnaire attached to this letter. All the information you will provide will be treated with total confidentiality and will be specifically used for academic purposes.

Your positive response to assist me will be highly appreciated. I thank you in advance.

Yours Faithfully,

**Isaac Nkhoma**

**MELM- Student**

**Chalimbana University.**

**Appendix II. (A) *List of Selected Pentecostal Churches and there locations in Lusaka District***

1. Deliverance Church
2. Great Commission Ministries
3. Praise Christian Centre
4. Breakthrough worship Centre (ACZ)
5. Assemblies of God (AOG)
6. Miracle Life church
7. Barack Ministries
8. Grace Ministries Mission
9. Pentecostal Assemblies of God (PAOG)
10. Bread of Life international
11. Bible Gospel Church in Africa (BIGOCA)
12. Tabernacle Mission Revival Centre

**Appendix II (B). List of Four Clergymen from Mainline churches.**

1. Clergy from Roman Catholic Church (RCC)
2. Clergy from United Church of Zambia (UCZ)
3. Clergy from Reformed church in Zambia. (RCZ)
4. Clergy from United Presbyterian Church of Zambia. (UPCZ)

### APPENDIX III. SEMI- STRUCTURED INTERVIEW GUIDE FOR THE CLERGY

*Title: Competitive Strategic Choices for Church Growth in Selected Pentecostal Churches of Lusaka District- Zambia.*

#### SECTION A: RESPONDENTS GENERAL INFORMATION. (TICK)

1. State your position in this church? General Overseer (  ); Presiding Bishop (  );  
Minister in Charge (  ); Assistant Pastor (  )
2. Your Age group: Under 34 years (  ), 35 to 44 years (  ), 45years to 54years (  ),  
55 to 64year (  ), 65 to 74 years (  ), over 75years (  )
3. Gender of Respondent: Male (  ) or Female (  )
4. Your highest level of Education (Qualification) attained:  
Certificate (  ), Diploma (  ), Degree (  ), Masters (  ), Doctorate (  )
5. How long have you been a Pastor at this church? Bellow 5yrs (  ), 6-10 (  ), 11-20 (  ),  
above 20yr (  )
6. How many churches have you pastored, before coming to this one? Zero (  ); One (  );  
Two (  ); Three or More (  ).
- 7 Do you have church members who stay in other compounds of Lusaka far from this church?  
(If yes) .Approximately what percentage from your total membership? Less than 10%; (  );  
Between 11% - 20%; (  ); between 21% - 50% (  ); above 50%. (  )

#### SECTION B: COMPETITIVE STRATEGIC CHOICES & CHURCH GROWTH QUESTIONS

##### ❖ *Identifying Competitive Strategic Choices for Church Growth*

- 1 Which competitive strategies is your church implementing in order to record church growth? ( Tick all you are using )  
Low cost Leadership strategy (  ); Differentiation strategy (  ); Focus Specialization strategy (  ); Diversification strategy (  ) Any other (Specify)

2. Which of the competitive strategies below is your church ***mostly using*** to grow the church and more than other strategies? (Tick).
- i. Low cost leadership strategy ( )
  - ii. Differentiation strategy ( )
  - iii. Focus Specialization ( )
  - iv. Diversification strategy ( )
3. Do you have a written Strategic Plan? Yes ( ); No ( )

***❖ Establishing the Extent to Which Competitive Strategic Choices Affect Church Growth.***

4. Is your church growing numerically? Yes ( ); No ( )
5. Approximately, how is the membership of your church? Below 100 ( ); 101 – 500 ( ); 501 -1000 ( ); 1001 – 2000 ( ); 2001 – 3000 ( ); 3000 – 5000 ( ); Above 5000 ( )
6. To what extent are the competitive strategic choices you are implementing affect church Growth: Very great Extent- 5 ( ); Great Extent-4 ( ); Moderate extent-3 ( ); Low Extent-2 ( ); Not at all-1 ( ),

***❖ Assessing Best Practices in Adopting Competitive Strategic Choices.***

7. Do you transport church members to church using your transport or hired vehicles?  
Yes ( ); No ( )
8. Do you support the less privileged as a way of helping and growing your church? Yes ( );  
No ( )

❖ ***Identifying Competitive Strategic Choices for Church Growth***

- 1 If yes, what do you intend to achieve in the next Five years in regard to church growth?
- 2 Despite having different strategic choices being implemented in your church, which one is your/ (their) most effective strategic choice for church growth?
- 3 Which strategic choices are making your church/ (Pentecostal churches) to be a threat to mainline churches? Explain **(Pentecostal/ Mainline)**
- 4 Which specific activities/ programs are you/ (they) doing that are making you/ (them) more effective and different from other churches in church growth. **(Pentecostal/ Mainline)**
- 5 What is causing your church members to prefer this church to other churches in Lusaka District?
- 6 Are there any other factors that you can share with me that are making your church to grow apart from the strategies you are using? (e.g. church location etc.)

❖ ***Establishing the Extent to Which Competitive Strategic Choices Affect Church Growth.***

- 7 What positive change have you recorded in your church by using the competitive strategic Choices you are implementing?
- 8 Has this helped your church to grown numerically and holistically? Explain
- 9 How are the strategies helping this church to grow numerically?

❖ ***Assessing Best Practices in Adopting Competitive Strategic Choices.***

- 10 What best practices do you use to adopt competitive strategic choices for church growth?
- 11 Which methods or techniques have you been using to adopt the strategies you are using for church growth?
- 12 What made you arrive at the decision of using the competitive strategic choices you are using as a church?

## APPENDIX IV. FOCUS GROUP DISCUSSION GUIDE

*Title: Competitive Strategic Choices for Church Growth in Selected Pentecostal Churches of Lusaka District- Zambia*

### SECTION A Respondents General Information.

- 1 Your Age group: Under 34 years ( ), 35 to 44 years ( ), 45years to 54years ( ), 55 to 64year ( ), 65 to 74 years ( ), over 75years ( )
- 2 Gender of Respondent: Male ( ) or Female ( )
- 3 Your highest level of Education (Qualification) attained:  
Certificate ( ), Diploma ( ), Degree ( ), Masters ( ), Doctorate ( )
- 4 How long have you been a member in this church? Bellow 5yrs ( ), 6-10 ( ), 11-20 ( ), above 20yr ( )
- 5 How many churches have you belonged to, before coming here? Zero ( ); One ( ); Two ( ); Three or More ( )
- 6 Are you the only one in your family belonging to this church, or your whole nuclear family belong to this church? Only me ( ), Part of my Family ( ), The whole Family ( ) .
- 7 Approximately how far is this church from your home? Below 5km ( ); Between 6-10 km ( ) Between 11-20 km ( ); Above 21km ( )

### SECTION B: FOCUS GROUP DISCUSSION GUIDE.

#### ❖ *Identifying Competitive Strategic Choices for Church Growth*

- 1 Is your pastor's way of preaching and doing things one of the reasons why you are a member here? Yes ( ); No ( )
- 2 Is your church growing numerically? Yes ( ); No ( )
- 3 Approximately, how is the membership of your church? Below 100 ( ); 101 – 500 ( ); 501 -1000 ( ); 1001 – 2000 ( ); 2001 – 3000 ( ); 3000 – 5000 ( ); Above 5000 ( )

❖ ***Establishing the Extent to Which Competitive Strategic Choices Affect Church Growth.***

- 4 What positive change has your church recorded by using the competitive strategic choices being implemented? No change (  ); Slight numerical growth (  ); Great Numerical Growth (  ); Great Numerical and Financial Growth. (  )
- 5 To what extent are the competitive strategies your church is implementing affect church Growth? Very great Extent (  ); Great Extent (  ); Moderate extent (  ); Low Extent (  ); Not at all (  ),

❖ ***Assessing Best Practices in Adopting Competitive Strategic Choices.***

- 6 Is your church transporting church members to church using any form of transport?  
Yes (  ); No (  )
- 7 Are their some under privileged people in your church being helped by your church?  
Yes (  ); No (  )

❖ ***Identifying Competitive Strategic Choices for Church Growth***

- 1 Which specific activities/ programs are making your church more effective in church growth?
- 2 What strategies is your church using for church growth?
- 3 Out of all the strategies your church is using, which one is the most effective strategy for church growth?
- 4 Are there any other factors that you can share with me that are making your church to grow apart from the strategies leaders are using? (e.g. church location etc.)

❖ ***Establishing the Extent to Which Competitive Strategic Choices Affect Church Growth.***

- 5 Is the location of your church helping your church to grow? If ye, explain?
- 6 What is really helping your church to grow numerically?

❖ ***Assessing Best Practices in Adopting Competitive Strategic Choices.***

- 7 What best practices is your church using to adopt competitive strategies for church growth?
- 8 Which methods or techniques has your church leadership been using to adopt the strategies which they are using for church growth?
- 9 What made them arrive at the decision of using the competitive strategies they are using for church growth?



## APPENDIX V. QUESTIONNAIRE

### INTRODUCTION.

This questionnaire is designed to obtain data from the respondents in Administration of the church (Elder). The Questionnaire is about *Competitive strategic choices for church growth in selected Pentecostal churches of Lusaka District*. The Questionnaire has two parts “marked A and B” which are addressing different issues.

### SECTION A: RESPONDENTS GENERAL INFORMATION. (TICK)

- 1 State your position in this church? Church Administrator(  ); Secretary (  ); Elder (  )
- 2 Your Age group: Under 34 years (  ), 35 to 44 years (  ), 45years to 54years (  ),  
55 to 64year (  ), 65 to 74 years (  ), over 75years (  )
- 3 Gender of Respondent: Male (  ) or Female (  )
- 4 Your highest level of Education (Qualification) attained:  
Certificate (  ), Diploma (  ), Degree (  ), Masters (  ), Doctorate (  )
- 5 How long have you been a leader in this church? Bellow 5yrs (  ), 6-10 (  ), 11-20 (  ),  
above 20yr (  )
- 6 How many churches have you belonged to, before coming here? Zero (  ); One (  );  
Two (  ); Three or More (  ).
- 7 Approximately how far is this church from your home? Below 5km (  ); Between 6-10  
km (  ) Between 11-20 km (  ); Above 21km (  )
- 8 Do you have church members who stay in other compounds of Lusaka far from this church?  
(If yes) .Approximately what percentage from your total membership? Less than 10%; (  );  
Between 11% - 20%; (  ); between 21% - 50% (  ); above 50%. (  )
- 9 Approximately how Many other branches of your church are here in Lusaka District?  
None (  ); Less than 5 (  ); Between 6- 10 (  ); Between 11- 20 (  ); Above 20 (  )

## SECTION B: COMPETITIVE STRATEGIC CHOICES FOR CHURCH GROWTH

**Competitive strategies are approaches** which various institutions /organisations use in order for them **to perform better than others** (competitors) in order for them to successfully record a competitive advantage over their market rivals. Churches in Lusaka too have a stiff, though silent competition on the market, because they all target and fight for the **same 1, 737,206 people** who are living in Lusaka District. To grow the church in this century, churches knowingly or unknowingly do apply various Competitive Strategic choices like the ones below.

- i. **Differentiation strategy:** A strategy that strives to create and provide unique services on the market for their respectable customers or members.
- ii. **Diversification strategy:** A strategy that brings on the market different types of businesses related or unrelated in order to command/ or lead the market.
- iii. **Focus specialization Strategy** – A strategy that helps you to have focus on one or few selected products/ services in which they deliver to one or more groups of people.
- iv. **Low cost leadership strategy:** A strategy that aims at gaining competitive advantage over others by reducing the operation costs, economic costs to be below all other competitors while providing quality services and products. (Providing cheap but quality goods and services).

- **Now here are the following questions below. (Tick)**

### ❖ *Identifying Competitive Strategic Choices for Church Growth*

- 1 As a leadership do you use any strategies to grow your church? Yes ( ) ; No ( )
- 2 If yes, what are the strategies you are using to grow your church numerically?
  - i. Low Cost Leadership strategy ( )      ii. Differentiation strategy ( )
  - iii. Focus Specialization Strategy ( )      iv. Diversification Strategy ( )
  - v. Any other strategy (Specify)
- 3 Which of the competitive strategies below is your church **mostly using** to grow the church and surpass others in service delivery? (Tick).
  - v. Low cost leadership strategy
  - vi. Differentiation strategy
  - vii. Focus Specialization
  - viii. Diversification strategy

❖ *Establishing the Extent to which Competitive Strategic Choices Affect Church Growth.*

- 4 By virtue of using the strategies you are using, is your church really growing numerically?  
Yes (    ); No (    )
- 5 Approximately, how is the membership of your church? Below 100 (    ); 101 – 500 (    );  
501-1000 (    ); 1001 – 2000 (    ); 2001 – 3000 (    ); 3000 – 5000 (    ); Above 5000 (    )
- 6 To what extent are the competitive strategic choices you are implementing affect church  
Growth: Very great Extent -5 (    ); Great Extent-4 (    ); Moderate extent-3 (    );  
Low Extent-2 (    ); Not at all-1 (    ),
- 10 To what extent is your pastor a reason why many people come to your Church?  
Very great Extent-5 (    ); Great Extent-4 (    ); Moderate extent-3 (    );  
Low Extent-2 (    ); Not at all - 1 (    ),

❖ *Assessing Best Practices in Adopting Competitive Strategic Choices.*

- 11 Do you transport church members to church using your church transport or hired vehicles?  
Yes (    ); No (    )
- 12 Do you support the less privileged as a way of helping and growing your church? Yes (    );  
No (    )

❖ *Identifying Competitive Strategic Choices for Church Growth.*

**(Fill in the blanks)**

- 1 Are there some specific results your church has recorded over the years because of the  
specific competitive strategic choices your church is using? (Explain briefly).....  
.....

- .....
- 2 State some factors that are helping your church to record outstanding growth apart from the competitive strategies. (E.g. Location of church building, Pastors gift)
- i.) ..... iii.) .....
- ii.) .....
- iv.) .....

3 What unique activities is your church doing that is making it to grow and become more effective as compared to other churches?.....

.....

.....

4 What is causing your church members to prefer this church to other churches in Lusaka District?.....

.....

.....

5 Are there any other factors that you can share with me that are making your church to grow apart from the strategies you are using? (e.g. church location etc.)

.....

.....

**❖ *Establishing the Extent to Which Competitive Strategic Choices Affect Church Growth***

6 Any specific results your church has recorded over the years because of the specific Competitive strategic choices you are using? (Explain briefly).....

.....

.....

7 What positive change has your church recorded by using the competitive strategies being implemented? .....

.....

.....

What impact are the strategies this church are using as have on church growth?

.....  
.....

❖ ***Assessing Best Practices in Adopting Competitive Strategic Choices.***

8 Which other best *practices or activities* have helped you as a church to adopt the competitive strategies you are implementing for church growth?

.....  
.....

9 Which activities do you do that are attracting many people to your church, and making it grow? .....

.....  
.....

13 Which methods or techniques have you been using to adopt the strategies you are using for church growth? .....

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## APENDIX VI: GANTT CHART

ACTIVITY	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
Proposal writing										
Proposal submission										
Proposal presentation										
Proposal Corrections after presentation										
Distribution of research instruments										
Collection of research instruments										
Data collection through interviews										
Data compilation and analysis										
Dissertation writing										
Submission of the dissertation										
Defending the Dissertation										
Graduation										

## Appendix VII: Budget.

No.	Item	Amount of fuel per trip	Total amount
1	Questionnaire printing		K500
2	Questionnaire distribution	K1000	K1000
3	Questionnaire collection	K1000	K 1000
4	Interviews for the clergy	K 100 per visit of each clergy x 17 clergymen	K1700
5	Refreshments		K1000
6	Research Assistant	Logistics	1500
7	Dissertation Printing and Binding	(2 Copies x K600)	1200
8	Air time for Calls. Arranging for Appointments with the Clergy		K300
9	Miscellaneous		K 1000
	Total amount		K 8,700