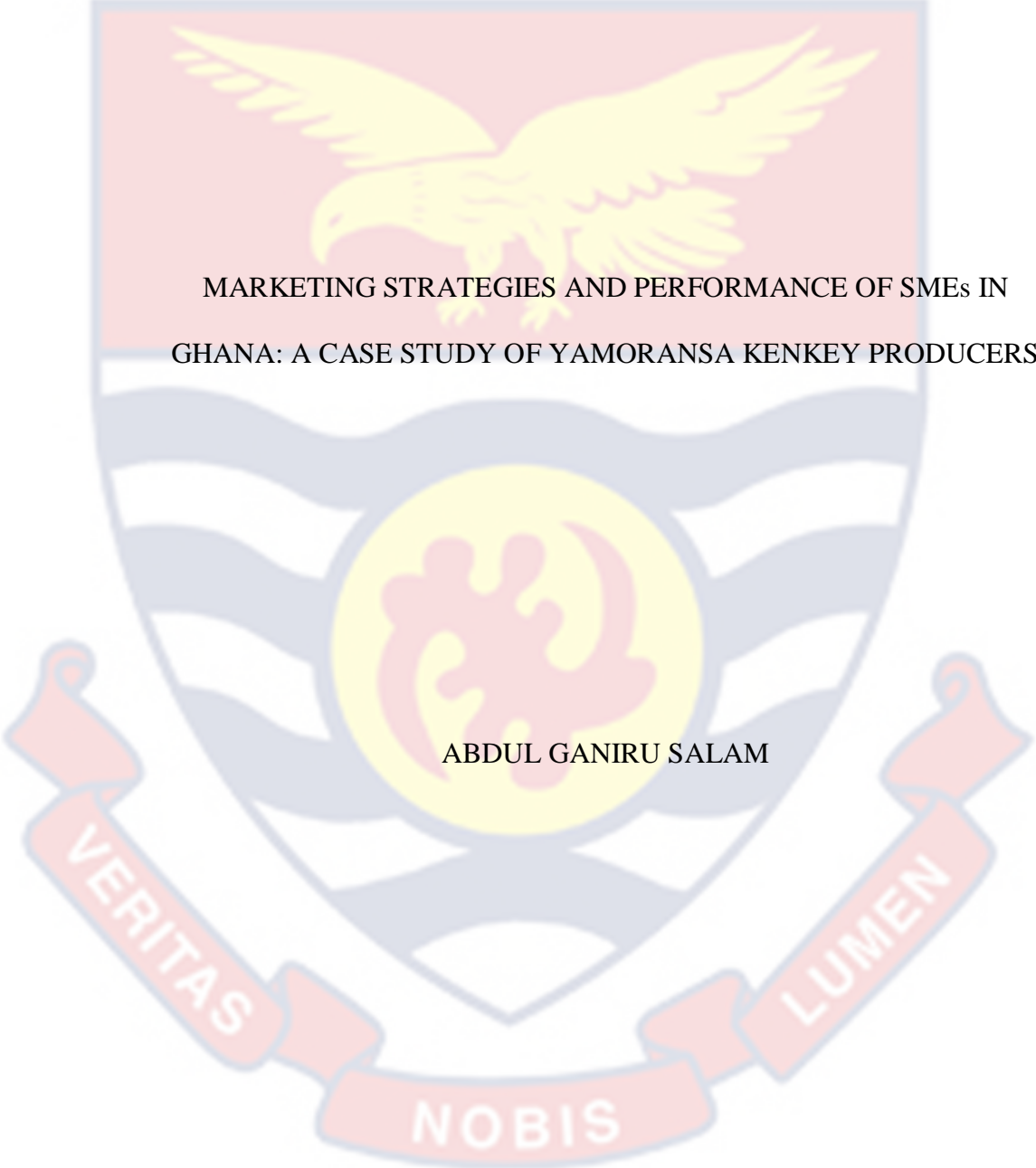UNIVERSITY OF CAPE COAST

MARKETING STRATEGIES AND PERFORMANCE OF SMEs IN

GHANA: A CASE STUDY OF YAMORANSA KENKEY PRODUCERS

ABDUL GANIRU SALAM

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MARKETING STRATEGIES AND PERFORMANCE OF SMEs IN

GHANA: A CASE STUDY OF YAMORANSA KENKEY PRODUCERS

BY

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Dissertation submitted to the Department of Management, School of Business,
College of Humanities and Legal Studies, University of Cape Coast in partial
fulfillment of the requirements for the award of Master Business
Administration Degree in Management

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my original work and that no part of it has been presented for another degree in this University or elsewhere.

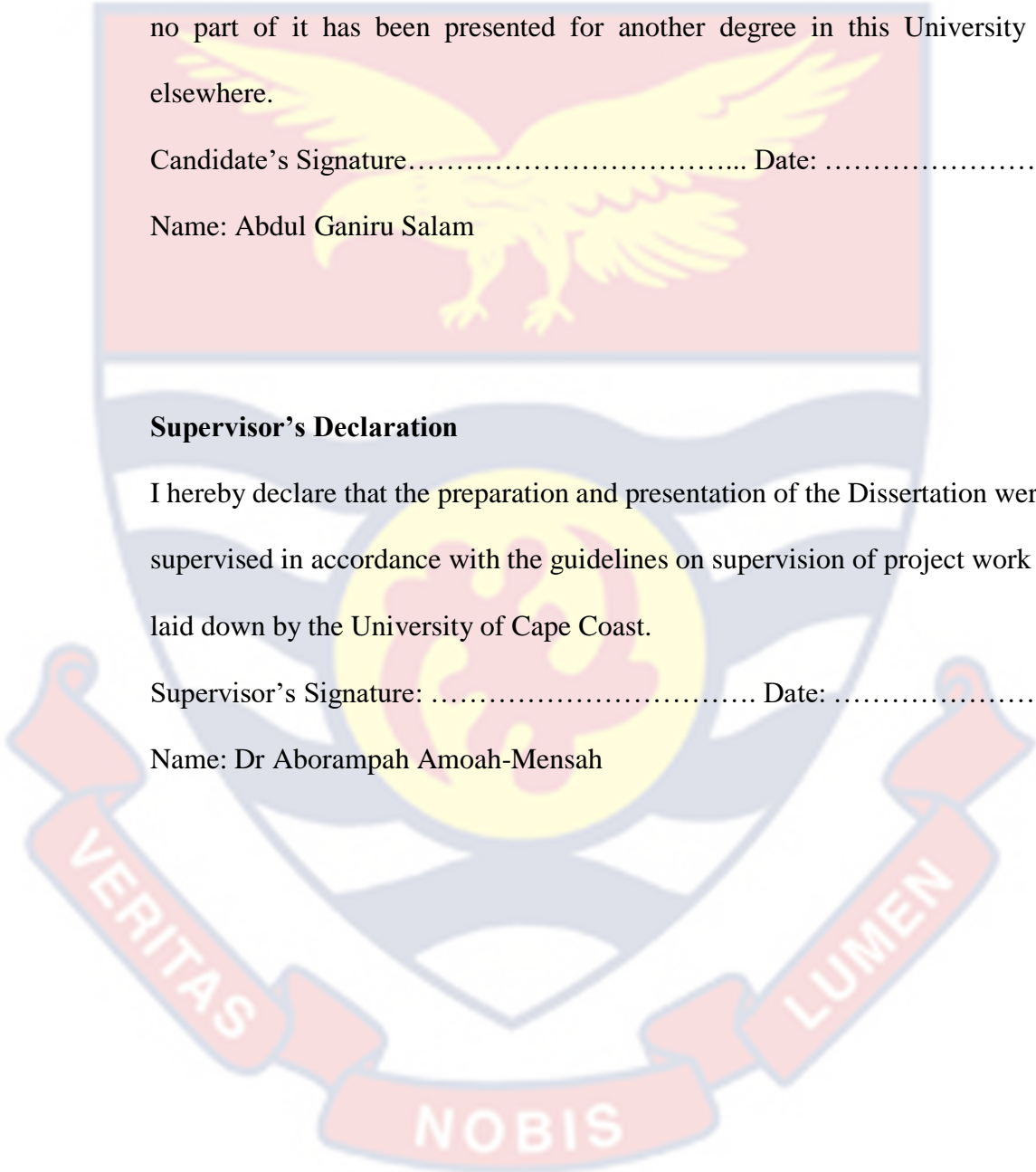Candidate's Signature…………………………... Date: ……………………

Name: Abdul Ganiru Salam

Supervisor's Declaration

I hereby declare that the preparation and presentation of the Dissertation were supervised in accordance with the guidelines on supervision of project work laid down by the University of Cape Coast.

Supervisor's Signature: ……………………….. Date: …………………

Name: Dr Aborampah Amoah-Mensah

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ABSTRACT

One of the most common ways that SMEs boost their performance is by using new marketing methods. Profitability, recognition of the brand, and market share are three metrics that this research looks at to gauge how well a company is doing in Ghana. A survey research approach was used to acquire the data. One hundred and twenty subject matter experts (SMEs) were selected at random. The effectiveness of various marketing methods was hypothesized and then evaluated. The study's findings, taken as a whole, support the idea that strategic marketing is a key factor in the success of organizations seeking to position themselves in a changing market. The study's findings also show that conventional advertising channels are favored by Ghana's small and medium-sized enterprises (SMEs) for reaching new consumers and strengthening existing ones. Intriguingly, just a minority of them employ cutting-edge technology to promote their offerings; small and medium-sized enterprises (SMEs) would do well to enhance their results by embracing cutting-edge technical marketing tools like mobile marketing. The results shed light on the importance of strategic marketing to the success of small and medium-sized enterprises (SMEs) in a globalized growing economy.

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I would like to express my profound gratitude to my supervisor, Dr Aborampah Amoah-Mensah for supervising this dissertation. Without her guidance, useful suggestions and encouragement I would not have been able to complete this research. I am also grateful to the Kenkey Producers of Yamoransa in Cape Coast for their support. My sincere gratitude further goes to those who supported my dissertation in diverse ways.

DEDICATION

To my mum Mrs Ganiru Salam.

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CHAPTER ONE

INTRODUCTION

Introduction

This chapter presents an introduction to the study which seeks to assess the marketing strategies and performance of SMEs in Ghana at Yamoransa Kenkey Producers. The chapter looks at the background of the study; the statement of the problem; objectives, research questions, significance of the study, delimitation, limitations as well as organisation of the rest of the study.

Background of the Study

In particular, advertising has been perceived and treated as an administrative rather than a main organizational capacity. It focused on choices defined by researching and selecting objective market, product and brand performance, promotion, and distribution channels (Hunt and Morgan, 2001). This may be posing to some extent a one-sided perspective as an assignment to produce, advance and communicate good and administrative to buyers and organizations (Kotler, 2003). It is commonly recognized that acquiring another customer can end up being far more costly than unwavering customer structure among current customers of markets (Kotler, 2003). It clearly reflects the prerequisite among organizations for higher levels of client management. The new globalization of the industry has made companies see the internationalization of their practices as a focused approach to live.

Marketing strategy has ended up being a significant thorough instrument for any association to stay in a focused economic situation and to be more established. Aremu and Lawal (2012) see strategy as a detailed overview of

asset allocation choices made through an alliance. It epitomizes both desired goals and convictions regarding respectable and most practically undesirable methods of achieving them. (Aremu and Lawal, 2012) state that strategy indicates the market and situation analysis, consumer buying behaviour, vigorous exercises, and the need and ability to promote middle-class people. In addition, to compensate for a system based on transient performance, a temporary promotion center may start to neutralize a long-haul market path, business efficiency, and an organization's main objectives. From a strategic perspective, as (Morgan, et. al. 2002) suggests, the exhibition of marketing plan should be regarded as capital expenditure in building marketing asset revenue rather than overhead use; the promotion of marketing resources eventually leads to long-haul quality exhibition. It is difficult, however, to convince administrators for marketing managers without clear, strong, and trustworthy marketing quality evaluation frameworks.

Regarding corporate authorities, marketing managers are also routinely unfit to announce and unhesitatingly reinforce circumstances and rational outcome linkages between marketing data practices and marketing quality outcomes (Morgan, et. al. 2002). Marketing quality survey issues are clear as it depends on external factors, such as consumers and competitors, to a large extent overwhelming (Neely, 2002). In addition, relations to business performance are often perplexing and may involve some silliness; karma related accomplishment is set up extensively once in a while. In this way, as the aggravated model shows, a service or an organization's elite may not have much to do with management dignity. Recognizing the factors that profoundly affect goodness and disagreeability of quality is by the critical. On the off chance the

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company is doing ineffectively, it needs to unwind the intent behind the present situation with the intention of constructing a plan for a more optimistic time to come.

As previous studies Hooley et al., (2001); Fahy and Smithee, (1999) have shown, advertising skills and tools have the ability to be important sources of competitive advantage for organizations. As a segment of promoting an organization's direction, equally progressive direction that arranges between internal and external perspectives has been shown to have an impact on performance (Matsuno, Mentzer & Ozsomer, 2002). In expansion, marketing with a solid market direction is progressively significant for the company in all accounts (Kohli & Jaworski, 1990). Marketing approaches have been widely considered in the nations since the 1990s, as shoppers have turned out to be more demanding from markets in their trades, while - concentrated difficulties (Pride & Ferrell, 2002). Market-driven cumulative effect capacity to facilitate process strategies is used to communicate the expectations of a past customer's reward upgraded. It was recorded that the strategy of developing strong consumer relations provided enormous competitive advantage and was receptive to organizing contenders ' greetings (Dinis, 2006).

This study aims to investigate advertising, the use of advertisement, branding, brand and cost, and its effects on market execution have not been overly discussed and, for instance, Cadogan et.al (2002) stresses the need for future research in different nations to benefit from the all-inclusiveness of past results. That is why this study was made. There's massive writing around strategic positioning in the community as well as internationally. For example, a study on global market segmentation and marketing strategies was conducted

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on developed nations (Salah & Craft, 2005); and another study on mobile phone case strategy analysis was conducted (Isoherranenl & Kess, 2011).

Locally, a study was conducted on the use of strategic positioning to gain a sustainable competitive advantage at Safaricom Limited (Kasyoka, 2010) and another research on strategic positioning of newly chartered public universities in Kenya was conducted (Kasyoka, 2010). These inquiries, however, did not plot the impact of marketing strategy on consumer quality, and even more specifically in the sense of Ghana's small and medium-sized enterprises (Markets). Therefore, this study aims to find out the effects of marketing strategies on the performance of Yamoransa Kenkey Producers.

Statement of the problem

Developing and sticking to a solid marketing strategy is crucial to the smooth running of any business. Dalrymple and Parson (2002) argue that markets, although it may be beneficial in the short term, should shun marketing strategy at their own risk since it has disastrous implications on their long-term survival. Despite this, marketing receives little focus in the marketplace (Kenny & Dyson, 1989). This is worrisome because, as Analoui and Karami (2003) point out, well-planned marketing tactics help markets better deal with both planned and unplanned threats.

This research is necessary since markets currently do not place sufficient emphasis on marketing strategy. Markets in the greater Cape Coast area use a variety of marketing tactics, some of which are direct sales from production sites, the hiring of marketing officers and sales people, the holding of occasional sales promotions, the attendance at trade fairs, and the use of rented outlets and

retail shops. These methods constitute the bulk of their advertising efforts. Real marketing methods, however, may vary from market to market. These may include things like product differentiation, price leadership, promotion or distribution strategy, and networking. Several problems may be deduced from the preceding.

First, it's vital to learn how the marketplaces in Ghana, and the Kenkey Producers in Yamoransa in the Cape Coast Metropolis in particular, go about promoting their wares. The issue is worth addressing because, without well-planned marketing strategies, businesses can't seem to find their bearings in the marketing world, instead falling back on reactive and ad hoc tactics that are hard to describe, even for the company's owners, and whose outcomes are similarly elusive.

Research on small businesses (e.g., Abor & Quartey, 2010; Zeebaree & Siron, 2017) has consistently challenged the idea that SMEs are unable to perform to expectations. Abdullah (2019) identifies a number of barriers to entry in the business world, including a lack of capital, knowledge of management, tools, technology, internationalisation, regulation, and data. Kamara (2018) noted that financial restrictions, lack of entrepreneurial aptitude, and lack of market opportunity have been the key barriers to small company success in Ghana, Gambia, and other developing nations. These limitations prevent SMEs from recognising and capitalising on market openings (Masa'deh et al., 2018). The goal of small business marketplaces should shift to one of actively searching for and seizing opportunities. If you can fill a need in the market, you have an opportunity (Gaglio, 2018). In order to satisfy the needs of a target market, it is frequently necessary to generate new economic value.

Together, these voids provide a window of opportunity for enterprising markets to seize. In other words, for a market to expand and remain competitive, it requires a system that collects strategic data from the market, analyses the data, and then acts to fill the gaps shown by the analysis. This is in agreement with the findings of Kirzner (1997), who argued that companies having access to accurate market data had an advantage over competitors.

Many researchers all over the world have researched the topic of marketing strategies and market's performance. Most of these studies, however, did not research particularly on individual kenkey Producers and how marketing strategies have an influence on their performance. It is therefore on this basis that this study is conducted.

Purpose of the Study

The purpose of the study was to assess the effect of marketing strategies on the performance of Yamoransa Kenkey Producers.

Research Objectives

The general objective is to investigate the effect of marketing strategies on the performance of Yamoransa Kenkey Producers.

The specific objectives are:

1. Identify the types of marketing strategies available to the Yamoransa Kenkey Producers

2. To determine the relationship between marketing strategies and sales performance of the Yamoransa Kenkey Producers

3. To evaluate the effect of marketing strategies on financial performance of Yamoransa Kenkey Producers

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4. To assess the effect of marketing strategies on customer performance of Yamoransa Kenkey Producers

Research Hypotheses

The following research questions were formulated to guide the study.

H_1: There is relationship between marketing strategies and sales performance of the Yamoransa Kenkey Producers

H_2: There is effect of marketing strategies on financial performance of Yamoransa Kenkey Producers

H_3: There is effect of marketing strategies on customer performance of Yamoransa Kenkey Producers

H_4: There is effect of marketing strategies on customer performance of Yamoransa Kenkey Producers.

Significance of the Study

The findings of this study will be of immense benefit to several diverse stakeholders. For instance, the agricultural industry together with other partners in the catering sector of Ghana may find this study extremely useful as the results of the study may provide useful managerial insights that could give policy formulation in the area of the markets marketing practices. The results of this study may provide information about the dynamics of the interactions among the constructs and how they relate with each other. This may provide guidance on how the catering industry in conjunction with other stakeholders such as vendors of Kenkey can improve the level of the marketing strategies and consequently performance.

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Students and researchers alike may find this study very useful as it will provide information that can serve as source of literatures, especially the interactions among marketing strategies and performance. Suggestions for further studies as well as research gaps may be offered for researchers, to act upon to fully uncover the nature of interrelationships among the constructs, especially in the context of developing countries' marketing strategies practices.

The findings of the study may also contribute immensely to the creation and building of knowledge in the areas of marketing strategies in the catering industry in Ghana. This may provide enough evidence to validate claims from other empirical studies conducted outside Africa and in developed economies. Furthermore, the findings of this study may prove extremely helpful for policy Producers and implementers as it will provide scientifically proven facts about the state of marketing strategies and how these elements interact with each other to influence the performance of Yamoransa Kenkey Producers.

Scope of the Study

The basic concepts used so far in the title and throughout the introductory section of the work such as marketing strategies, performance, Kenkey Producers among others suggest that the work situated in the domain of marketing strategies and how Kenkey Producers can sustain their marketing strategies and shield them from ruining their performance in order to maintain profitability and sustain their businesses.

Delimitations

Generally, the study sought to assess the effect of marketing innovation on performance of Yamoransa Kenkey Producers. A sample size of 100 Kenkey

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Producers were targeted for the study. Stratified sampling technique was used to select the respondents. This is a pre-requisite for descriptive studies (Creswell, 2014). Structured questionnaire was used for the primary data collection among the target respondents. The study employed the quantitative research approach to analyzing the data. Inferential statistical techniques such as multiple regression, correlation, T-test and descriptive statistics (mean, standard deviation, frequency and percentage) were used to analyze the demographic information and the primary data in the light of the specific research objectives formulated in the study.

Limitations

The study examined the marketing strategies and performance of Kenkey Producers in Yamoransa. As a result, the conclusion that could be drawn from the study results could not be generalized, as the views of these respondents would not reflect the views of all the others in the country to help them discover their marketing strategies and performance. Additionally, since performance was transformed before the multiple regression was conducted, it became impossible as to how the indicators of performance and marketing innovation actually measured the construct in any statistical means.

Organization of the Study

The study is organized into five main chapters with each chapter further divided into sections and sub-sections. The first chapter is the introductory chapter. Chapter two reviews both the theoretical and empirical literature on marketing strategies and performance. Chapter three focuses on the specification of the empirical model and estimation technique employed in conducting the study. The results of the data collected for the study will be

analysed and discussed in the fourth chapter. The final chapter presents the

summary, conclusions, and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

According to Adams, Smart and Huff (2017), a review of prior, relevant literature is an important feature of any academic project since an effective review creates a market foundation for advancing knowledge. With focus on the objective, the study facilitates theory development, closes areas where a plethora of research exists, and uncovers areas where research is needed. This section discusses the theoretical, empirical and conceptual frameworks that set this study into perspective. The theoretical framework looks at the theories that best explain the relationship between marketing strategies and performance. The empirical review, on what other scholars have done concerning this subject matter while the conceptual framework displays the pictorial relationship between these variables.

Theoretical Review

The theoretical review explains the theories that form the emphasis of this study, which try to explain the research question and articulate the already published arguments for verification and critique following the outcomes that shall be realized from this study. The theories reviewed are the Resource-based View Theory (RBV) and Dynamic Capability Theory (DCT). These theories were chosen because they are appropriate for discussing the relationship between marketing strategies and performance.

Resource Based View Theory

Resource Based View (RBV) analyzes and interprets resources of the organizations to understand how organizations achieve sustainable competitive

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advantage. The RBV focuses on the concept of difficult-to-imitate attributes of the market as sources of superior performance and competitive advantage (Barney, 1986; Hamel & Prahalad, 1996). Resources that cannot be easily transferred or purchased, that require an extended learning curve or a major change in the organization climate and culture, are more likely to be unique to the organization and, therefore, more difficult to imitate by competitors. According to Conner (1991), performance variance between markets depends on its possession of unique inputs and capabilities.

The RBV takes an 'inside-out' view or market-specific perspective on why organizations succeed or fail in the market place (Dicksen, 1996). Resources that are valuable, rare, inimitable and non-substitutable (Barney, 1991) make it possible for businesses to develop and maintain competitive advantages, to utilize these resources and competitive advantages for superior performance (Collis & Montgomery, 1995; Grant, 1991; Wernerfelt, 1984). According to RBV, an organization can be considered as a collection of physical resources, human resources and organizational resources (Amit & Shoemaker, 1993). Resources of organizations that are valuable, rare, imperfectly imitable and imperfectly substitutable are main source of sustainable competitive advantage for sustained superior performance (Barney, 1991).

According to Barney (1986) valuable resource 'must enable a market to do things and behave in ways that lead to high sales, low costs, high margins, or in others ways add financial value to the market. Barney also emphasized that 'resources are valuable when they enable a market to conceive of or implement strategies that improve its efficiency and effectiveness'. RBV helps managers of markets to understand why competences can be perceived as a markets' most

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important asset and, at the same time, to appreciate how those assets can be used to improve business performance. RBV of the market accepts that attributes related to past experiences, organizational culture and competences are critical for the success of the market (Campbell & Luchs, 1997). In the context of this study, the capabilities of the Yamoransa Kenkey Producers to develop innovative ideas with regards to their marketing strategies can be classified as valuable, rare, and imperfectly imitable resources and play a key role in enhancing their performance.

The Dynamic Capability theory

The DCT sets out to explain how competitive advantage is achieved. Teece et al., (1997) argue that successful businesses in the global market place are able to demonstrate timely responsiveness to market dynamics and speedy product strategies. Additionally, successful companies are able to effectively coordinate and redeploy internal and external competence (Teece et al., 1997). The ability to achieve competitive advantage in this context is referred to as the Dynamic Capability (Teece et al., 1997). Teece et al., (1997) define the term "dynamic" as "the capacity to renew competences so as to achieve congruence with the changing business environment; this is relevant in situations where time to market is critical and the nature of competition is difficult to determine". Capabilities are referred to as "the key role of strategic management in appropriately adapting, integrating and reconfiguring, internal and external organizational skills, resources, and functional competences to match the requirements of a changing environment" (Teece et al., 1997).

The approach explains that the way businesses develop market specific competences to respond to changes in the business environment is ultimately related to the market's business processes, market positions, and opportunities (Teece et al., 1997). The competitive advantage that is accompanied by these capabilities can be attributed to the fact that market specific assets such as values, culture and organizational experience cannot be traded in the market (Teece et al., 1997). This implies that distinctive competences and capabilities must be built within the market (Teece et al., 1997). The fact that DCs cannot be bought suggests that a market's behavior is unique and hard to replicate. Teece et al. (1997) argue that competitive advantage through competences can only generate rents if they are based on a collection of routines, skills, and complementary assets that are difficult to imitate.

Adaptive capability is defined as a markets' ability to take advantage of market opportunities (Wang & Ahmed, 2007). Absorptive capability is referred to as the ability to identify and apply external information for commercial means. Markets with higher absorptive capability are better able to learn from partners and transform learned knowledge into competences (Wang & Ahmed, 2007,). Innovative capability refers to a markets' ability to develop new products or markets. These capabilities explain how resources can be used to sustain long term market performance (Wang & Ahmed, 2007). In relation to the study based on this theory, one can conclude that the innovative capability and other forms of strategies of the Yamoransa Kenkey Producers can influence their performance.

Marketing Strategies

Marketing strategy has been a focus of organizations and a tool for attaining overall market performance. Our study contributes to the existing study of marketing strategy by supporting a relationship between marketing strategy factors and overall market performance. Deduction from existing literature enabled a construction of a conceptual model that explains overall market performance. Promotion, pricing, distribution, and product standardization and adaptation have an impact on sales, customer and financial performance of markets. The most influential studies on standardization argue that world markets have been harmonized and the customers from distant parts of the world increasingly demand and prefer similar products through lowcost positioning, low prices and high-quality offerings (Jain 1989). In the perspective of standardization, for the market pursuing a global marketing strategy, marketing processes and programs have been standardized across different national boarders in regard to the product offering, promotional mix, pricing strategy and distribution structures.

However, as for studies that favours the concept of adaptation in pursuing the global marketing strategy toward advancing market performance calls for the differentiated approach of marketing strategy. The fundamental tenet of global marketing strategy for the model developed in this study is that the international marketing process and program of the company should be either standardized or adapted to markets depending on the customer requirements. There are two concepts to which marketing strategy components such as product offering, pricing, promotional mix and channels of distribution should be based on to achieve market performance. The two concepts are

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standardization and adaptation to which the global marketing strategy is streamlined toward the scope of performance regarding sales, financial and customer. The foundation of the research model of this current study is based on the theory that marketing strategy plays a critical role on market's performance in the global market that is vastly supported by the study of Zou and Cavusgil (1996). Next, the research model is purposively developed to explore whether marketing strategy should be based on standardization or adaptation to attain market performance across national boundaries.

Standardization versus Adaptation in Marketing Strategy

Standardization

The total standardization perspective of marketing strategy views market conditions across national borders increasingly similar, preferring the standardization of marketing activities as the significant approach to achieving market performance. Some studies that support standardization have indicated that the pursuit of standardized marketing activities by itself has a commonly a positive impact on performance (Özsomer & Simonin, 2004), dependent of some moderating effects. Levitt (1983) is among the most prominent proponents of standardization, who argues that cultural differences have diminished across countries due to technological advancements and thus make a globally standardized marketing strategy the preferred alternative to capture worldwide economies of scale and consequently attain market performance. Other proponents of standardization include (Ohmae, 1985), who advance various arguments regarding scale advantage, time to market, and worldwide consistency of company image associated with the standardization perspective.

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The majority of prior studies show several ongoing trends suggesting that standardization remains an important, positive antecedent to market performance. The observation by Levitt (1983) on standardization dated more than 25 years ago shows that markets across the world are converging as consumers become more similar, thus provoking marketing activities to be standardized across national boundaries. Through review of literature on standardization process of converging markets and consumer tastes is found to be driven by the increasing multinationalism, world sports, world tourism, and expanded communication and transportation systems (Belk, 1996). These trends of transformations form as antecedent for markets to standardize to achieve performance in the marketing processes such as production, pricing, distribution, logistics, advertising, and promotional mix and also in research and development (Porter 1980; Shoham 1999; Yip 1995). Moreover, Neff (1999) posits that standardization is important for market performance as it decreases the time of product to market by reducing the time needed in case of adaptation to local specifications. According to (Özsomer & Simonin, 2004) standardization facilitates markets to exploit superior products and distribution channels in multiple markets to have greater performance over overseas markets (Taylor & Okazaki 2006), and to retain a consistent reputation locally and overseas (Okazaki, Taylor & Doh 2007).

The pursuit of standardization in markets is owing to the benefits stated above, because the strategy of standardizing marketing programs internationally is a lucrative option that markets can pursue to improve performance (Katsikeas, Samiee, & Theodosiou, 2006). As a result of these benefits, the strategy of standardizing international marketing programs is an attractive option for many

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markets (Johansson & Yip, 1994; Katsikeas, Samiee, & Theodosiou, 2006). Therefore, standardization is linked to global marketing strategy to improve market performance. In this regard, the impact of standardization on market performance is influenced by whether a market's marketing strategy is active globally especially in the existence of it in major markets (Yip, 1991) or the presence of the marketing strategy in only a few numbers of international markets. Theoretical underpinnings have recognized two important opportunities attached to global market participation relying on standardization approach. Firstly, standardization offers the greatest possibilities for exploiting economies of scale and scope on a global market participation (Jammine & Thomas, 1988), thus maximizing standardization's potential impact on market's sales, customer and financial performance. Secondly, marketing strategy pursued in international markets has an effect on the market's level and form of investment in those particular international markets which significantly affect the market's capability to employ standardization effectively toward the market performance (Chandra & Ryans, 2002).

The larger the number of target markets by a market, the more easily and efficient standardization approach can be applied to each of the countries becomes in comparison to adaptation approach of marketing strategy. Hence, markets with a high degree of global market participation strategy possess a high probability to succeed in marketing their product offerings when adopting a standardized approach. Markets with the global marketing strategy can leverage their standardization approach to a much greater extent than competitors with few targets in foreign markets. The bulk of empirical research has examined standardization with respect to individual marketing mix

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elements (e.g., advertising content, brand name, distribution channel, and pricing), with advertising receiving the greatest coverage (Jain, 1989).

Adaptation

The total adaptation perspective emphasizes persistent differences between various international markets, which requires the customization of the market's marketing efforts to meet customer. requirements, thus achieve market performance (e.g., Black 1986; Cavusgil and Zou 1994). Many researchers favor adaptation in certain situations, where the benefits of adaptation may diminish the positive impact of a standardization strategy on performance. Because the total adaptation perspective reduces the export barriers by emphasizing the barriers to worldwide convergence, including governmental and trade restrictions, inter-country differences in marketing strategy, and local management resistance (Lim, Acito & Rusetski 2006; Viswanathan & Dickson 2007). The contingency perspective argues that the optimal degree of standardization depends on internal organizational and external environmental factors (Zou, Andrus & Norvell, 1997).

Impacts of Marketing Strategy on Performance

Product

It is of prime advantage for the market to possess the ability of consistent and planned activities to meet and exceed customer preferences and value that can be regarded as customer performance (Cavusgil & Zou, 1994). This customer performance is achieved by the market regardless of the approach of marketing pursued meaning either undertaking standardization or adaptation. However, some scholars argue that a market that pursue product adaptation strategy in a global market significantly leads to sales growth performance (

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Leonidou et al., 2002). An empirical study conducted by Cavusgil and Zou, (1994) validated that product adaptation is not only linked to sales growth but financial performance of companies such as profitability and return on investment. Cavusgil and Zou, (1994) further add that product adaptation as a global marketing strategy positively affects the overall business performance. In order for a company to securely adapt to varying international markets, the marketing strategy should take into consideration the internal and external business environment that affects a company positively to revel in greater performance (Bainey, 1991). The influence of marketing strategy- product focus on various dimensions including actual and augmented product factors on performance in international markets, has quite received attention by numerous researchers (Cavusgil & Zou, 1994).

The study conducted by Albaum et al. (1997) which employed composite export performance measures, focused on product design marketing mix element found conducive to performance of companies pursuing global marketing in that it can serve product adaptation as a means of differentiation for rival's products and influence overseas customer attitudes (customer performance) toward a market's product. In overall, the study by Albaum et al., (1997) found product design and style to have a significant positive effect on market performance. While other studies researched on the relationship between product quality and market performance in international markets in which the relationship is found to be positively associated (Terpstra & Sarathy, 1997). The provision of high-quality product to customers has been postulated to augment the value associated with customer performance. Prior studies reveal two observations regarding quality of product in line with the marketing strategy

that are important. First, the positive influence of product quality on sales performance was stressed more in studies conducted in Europe. Second, the empirical data indicated a strong association between product quality and customer performance (Terpstra & Sarathy, 1997). The linkage between product quality and customer performance can offset the reservations that foreign customers perceive regarding product marketing strategy performance and minimize their risk perceptions pertaining to the purchase of such goods, thus having an effect on sales and financial performance (Terpstra & Sarathy, 1997). Thus far, the element of product adaptation is particularly important when a market enters a new overseas market or targets the geographically distant markets. Leonidou et al., (2002) posit that an opportunity to increase sales performance can be achieved by serving more customer segments and marketing, administrative, and other exporting costs can be spread over a number of products which is known as product adaptation (Beamish & Munro, 1986).

However, the export product marketing mix for companies is usually of a narrower range than that offered domestically, because of financial constraints and operational difficulties associated with global marketing activities (Albaum et al., 1997). The meta-analysis results of the study by Leonidou et al., (2002) revealed a significant relationship between product offering and overall market performance in export markets. The relation between product adaptation and market performance in international markets is the most widely researched issue in the extant literature, and most of the prior studies we reviewed examined this relationship. Product adaptation in terms of the degree to which the market's actual and augmented product elements are adapted for international markets is

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able to accommodate differences of new environmental forces, different consumer behavior, use purpose patterns, and competitive situations of such international markets. However, three benefits can be derived from product adaption strategy. First, it significantly reflects a customer-oriented posture because the market engaging in global marketing systematically evaluates consumer and buyer behavior and host market characteristics that improve the market's total performance (Douglas & Wind, 1987). Second, product adaptation strategy can lead to greater financial performance such as profitability, as a quality product–market match can result in greater customer satisfaction thus improving customer performance that is one of the outcomes in our research model, which consequently allows for greater pricing freedom for the market. Third, pressures associated with meeting a great degree of specific market requirements on international level often demand creative and innovative marketing strategy, which may bring about additional products for a market's domestic and international markets (Czinkota & Ronkainen, 1998).

Thus, product adaptation was found to be significantly correlated with superior market performance, especially highly associated with sales performance in the study conducted by (Czinkota & Ronkainen, 1998). A market's product offering and strategy constitute to its lifeline to the marketplace. Therefore, product strategy is the way a market competes in the market and improve its total performance (Aaker, 1999). According to Samiee (1980) product strategy is the single most important component of marketing strategy product and is regarded as a blueprint for marketing resources allocation toward realizing the objectives of the market, which is sales, financial and customer performance (Yarbrough et al., 2011). To keep consistent

performance, markets regularly adjust their marketing strategies to conform to changes in the export markets with the aim of enduring responsiveness to their operating marketplace (Ye et al., 2007). Thus far, product adaptation is a suitable strategy toward market responsiveness as it offers the development of new products that meet the needs of a changing marketplace.

Pricing

The impact of pricing strategy on export performance has been validated in prior studies. Louter et al., (1991) empirical results marketed the relationship between pricing strategy and market performance, showing a strong positive link between pricing strategy and overall export performance. Pricing strategy may vary market to market because of many reasons associated with the PESTEL model such as political, economic, social, technological, environmental and legal forces. Therefore, it is these forces that have effects on pricing component of marketing strategy by control effects on marketing, distribution, and transportation costs; taking into consideration of market structures and demand; also, tariffs, taxes, and other financial trade barriers of different countries affect the pricing strategy; the competitors' pricing practices; and costs and margins of distribution channels all have significant impact on the pricing strategy.

Thus far, it is for this reason of diversity of foreign market pricing factors makes price adaptation necessary for markets to survive and remain competitive and ultimately achieve total market performance in host markets. We can posit that price standardization cannot apply in international marketing strategy unless the market operates in block regions whereby taxes and tariffs

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are removed-off by bilateral agreements. The study conducted by (Christensen, et al., 1987) found six pricing-related decisions for their potential influence on a market's export performance, namely pricing method, pricing strategy, sales terms, credit policy, currency strategy, and price adaptation. According to the same study, pricing method was restrained to the marketing pricing strategy, in which the market exercises its power in setting up the prices in different international markets dependent on market demand and competitive practices. The approach to adopt these practices is in line with price adaptation to ensure responsiveness to changes in overseas market circumstances, competitiveness, and other environmental forces, accumulative the prospect of export performance (Christensen et al., 1987). However, the argument is valid to the extent that pricing strategy success is measured in terms of export proportion of sales and profit level, and customer satisfaction.

Promotion

Many researchers have emphasized the importance of promotional mix to export markets as a valuable tool for achieving performance. Sales, financial and customer performance is achieved through promotional mix by gaining experience in the opportunities and problems arising in specific export markets, boosting communication, personalizing relationships, and cultivating a team spirit with customers abroad, and providing timely response and immediate support to the export venture's needs (Kaynak & Kothari, 1984). The study by Styles and Ambler, (1994) examined six promotion-related variables, i.e., advertising, sales promotion, personal selling, trade fairs, personal visits, and promotion adaptation, for their effects on export performance. Most of the promotional related variables were found to be positively linked to market

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performance. Review of literature shows that the use of trade fairs to promote exports has been examined in several studies (Seringhaus & Rosson, 1998). However, some empirical studies (Styles & Ambler, 1994) linked trade fairs to export performance. Most of the studies exhibits support on the impact of trade fair participation on export proportion of sales and other measures of export performance. Notably, advertising was the most widely researched variable of promotional mix, based on the notion that with sound advertising procedures the market can communicate information, constantly remind, and persuade foreign customers to buy the products and, therefore, generate more sales. The study results by Cateora and Graham (1999) verified that advertising positively influence export sales performance and other performance.

Distribution

The distribution channel is an important component of the marketing strategy mix as it serves for the provision and availability of products to various export markets. It is these structures in place that makes sure that products manufactured in one country crosses borders to tap into global markets, in the process sales performance is achieved. The findings of the meta-analysis results done by Louter et al., (1991) indicated that this argument is valid to the extent that distribution strategy positively impacts market performance in terms of export proportion of sales and profit level. The study adds that the relationship between export channel intermediary type and overall export performance is significantly linked. With the distribution strategy, the adaptation or standardization approach do not have much effect of it on total market performance, however, is slightly in support of adaptation strategy. Its function is making sure that products are accessible in targeted markets internationally.

This study model takes into consideration that the appropriateness of a particular channel of distribution is not stagnant but depends mainly on the conditions of the foreign market, such as economic situation, the structure of distribution, and competitive practices. Distribution strategy carries a critical role in dealing with delivery time that influence the export performance of the market. The effectiveness and efficiency in the delivery time of the products exported constitutes a key to total market performance in overseas markets, as it affects the market's operations in terms of competitiveness and success in the market (Piercy et al., 1997). The results of the study by Keegan, (1995) exhibited a positive correlation between distribution channel and sales performance. In addition, significant findings on delivery time which is a result of distribution structures put in place by a market were also observed to be related to sales volume, export proportion of sales, and certain composite performance measures.

Many studies are in support of distribution adaptation toward achieving and improving market performance, which calls for the adjustment of the exporting market's channel design of distribution in export markets. The occurrence of such adjustments is necessary for response to the variations in business environments, such as economic situation, legislation, and physical conditions. Finally, the differences in distribution structures in terms of the number of intermediaries like types of outlets, and channel functions (Keegan, 1995). Therefore, the necessity for distribution adaptation was represented in the analysis of the results, where a significant positive relationship with performance was found, besides its impact on sales but also financial performance especially export profit level.

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Impacts of Marketing Strategy Moderating Factors on Performance

Product homogeneity

Previous studies have stressed the significance of homogeneous product characteristics on sales performance and showed there is an impact on a market's ability to standardize effectively (Chandra, Griffith, & Ryans, 2002). However, the impact of product homogeneity characteristics on the standardization and market performance relationship is strong, as customers perceive the products as interchangeable (Greenstein, 2004). It is found that high degree of product homogeneity characteristics occurs in an increasing number of diverse industries (Olson & Sharma, 2008). Product homogeneity is considered an important phenomenon of marketing strategy toward sales performance (Heil & Helsen, 2001). We can, therefore, posit that when there are minor product differences in the market whereby some products are offered by competitors and homogeneity is high, in that case standardization is regarded as a stronger performance alternative because useful adaptations may be difficult to be developed by markets. According to Rangan and Bowman (1992), homogeneous products are mainly marketed on the basis of price. Therefore, a standardization strategy may provide crucial cost-saving advantages and thus increase market performance. We can, therefore, posit that markets that operate in industries with homogeneous products can leverage and benefit to a great extent on their sales performance when relying on standardization approach to export markets.

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Impact of Product Life Cycle Stage on Financial Performance

Standardization strategy in the export market is found to be a viable option when customers are equally familiar with the product offered and show reasonably similar demand levels that are essential to improve financial performance. This occurs when the product is at the same stage in its life cycle in various export markets targeted for standardization (Rau & Preble, 1987). The literature resonances that the degree of product homogeneity in the stage of product life cycle (PLC) between home and export markets directs strategy standardization toward financial performance (Ozsomer & Simonin, 2004). However, the challenge to standardize is when products may well be at different stages of life cycle across markets, therefore adaptation strategy is better option to accommodate export market conditions because of variations in customers' product knowledge, perception, utilization, and demand patterns.

Empirical Framework

Dzisi and Ofosu (2017) wrote a paper on marketing strategies and the performance of SMEs in Ghana and postulated that one of the most important functional strategies Small and Medium Enterprises (SMEs) use to improve performance is marketing strategy. This research investigates the impact of marketing techniques on the profitability, brand recognition, and market share of SMEs in Ghana. Through the use of survey research, data was gathered. With the use of stratified random selection, 363 SMEs were chosen at random from a population of 900. To determine the connection between marketing tactics and performance, hypotheses were examined. The overall findings of this research indicate that strategic marketing is a driving force behind organisational positioning in a dynamic environment and that it aids in the improvement of the

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creation of new goods and services for markets that already exist. The study's findings also show that SMEs in Ghana mostly use conventional forms of marketing to establish their brands and connect with prospective clients. It's interesting to note that just a small percentage of them use current technology to sell their goods and services; as a result, SMEs should embrace more cutting-edge technological marketing tools like mobile marketing to enhance their performance. The research offers useful information for decision-makers and small business owners on the connection between strategic marketing and small business success in a setting of a growing, global economy.

Gajanayake (2018) also made some claims in this research on the impact of marketing strategies and behavior of small and medium enterprises on their business growth. He stated at experts agree that emerging nations can keep their economies growing by encouraging the private sector to do more. Research shows that small and medium-sized enterprises (SMEs) make up the bulk of the private sector in many emerging nations. For this reason, fostering the expansion of small and medium-sized enterprises (SMEs) is crucial to achieving long-term economic growth. However, previous studies show that many SMEs in Sri Lanka ultimately fail. Several factors have been identified in the literature as contributors to this dismal success rate.

The success of small and medium-sized enterprises (SMEs) depends on a number of elements, including the adoption of effective strategies and the actions of business owners. Implementing effective marketing strategies is critical to the development of small and medium-sized enterprises (SMEs), according to a white paper published in 2002. Therefore, this study set out to address the question of how the marketing approaches and actions of small and

medium-sized enterprises (SMEs) in Sri Lanka affect their economic development. Both secondary and primary sources were used to compile this report. A structured questionnaire served as the primary data collection tool for this study's sample survey methodology. One hundred manufacturing-related business owners in the Gampaha area provided the data for this study.SPSS was used for both descriptive statistics and inferential statistics like correlation and partial correlation to examine the robustness of hypotheses. The results showed that the company's marketing efforts had no discernible effect on its expansion. In addition, company expansion was not affected by the actions of the entrepreneurs.

Furthermore, Van Scheers (2018) reiterated on the findings of the other researchers in his study on marketing challenges small and medium enterprises (SME) are facing in South Africa. The study set out to determine what kinds of marketing difficulties small and medium-sized enterprises (SMEs) encounter and whether or not these difficulties contribute to the country's high percentage of business failure. According to the findings, businesses in South Africa are failing because their owners lack the marketing expertise necessary to analyse competition, establish product demand, choose an appropriate location, effectively market their wares, and understand the local market. The absence of marketing expertise is directly proportional to the failure of a firm in South Africa, the study concludes. Since this study set out to identify the obstacles to developing effective marketing strategies faced by small and medium-sized enterprises (SMEs) in South Africa, it used a quantitative research approach. From a list provided by the Department of Trade and Industry, 1,000 small company owners were picked at random. South Africa has a difficulty in

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developing its workforce since small enterprises are seen as the solution to the country's high unemployment rate. Training the marketing abilities of SMEs is crucial since they make such a big contribution to economic growth, job creation, and social stability.

Again, a research on factors influencing marketing planning and implementation in Zimbabwean SMEs was by Mpofu, T., & Chigwende, S. (2019). This research examined the barriers to SME success, specifically how they impact the frequency with which marketing initiatives are implemented. The research was motivated by the observation that few SMEs actively participate in developing and executing their marketing strategies. The study is significant because despite SMEs' contributions to the economy, they have received little attention from researchers due to the fact that most studies on marketing plans and results have focused on major corporations. The study's key takeaways centre on the inability of small and medium-sized enterprises (SMEs) in Zimbabwe to formulate and effectively execute marketing strategies due, in large part, to a dearth of qualified human resources. Another conclusion was that the sector's SMEs were not profitable because of poor execution and performance due to managers' lack of expertise in human resources, finance, general management, and marketing. Secondary sources and direct observation of the SMES's marketing planning activities were mined for information.

According to the data, most small and medium-sized enterprises (SMEs) in the industry do not have marketing plans, and of the few that do, the vast majority are never put into action. Small and medium-sized enterprises (SMEs) in the sector struggle due to a lack of management features that are essential to effective planning and execution. The data also shows that economic issues like

high interest rates and a lack of foreign currency during the last recession impacted their ability to plan and execute effectively. The research indicates that universities should provide seminars for SMEs to teach them about marketing strategy and how to put it into practise. The report concludes with a set of recommendations for the Ministry of SMEs and other support organisations, including SEDCO, and banks, to implement in order to safeguard the continued existence, expansion, and development of this sector, which has the ability to steer the economy. The adoption of marketing planning is one way in which these reforms are projected to boost SMEs' performance by strengthening their management capacity.

Oyedijo, Idris, and Aliu (2019) researched on the impact of marketing practices on the performance of small business enterprises. They alluded to the fact that the Ampara District relies heavily on the success of its small enterprises, which play a key role in the region's overall economy by creating jobs and boosting GDP. Researching the local small company landscape and learning about the challenges they encounter is, thus, crucial. The primary goal of the research is to establish whether or not small enterprises in the Ampara District, Sri Lanka, have a strategic orientation, and, through that, whether or not they have successful performance.

This research provides insight into the mediating role of marketing talents within a strategy framework. In order to gather information, questionnaires were used. Multivariate methods of analysis were used. Profitability in the Ampara District's small company sector requires strong financial results. As a result, they need to be directed in the right direction via the development of strategies so that they may develop strategies with a focus

on marketing, an emphasis on entrepreneurship, and a focus on technology, all of which are mediated by the firm's marketing skills.

Conceptual Framework

The conceptual framework of this study reflects the objectives set for the study. The framework shows that marketing strategies influence performance. The framework also shows that there are several dimensions of marketing strategies. The conceptual framework is shown in Figure 1.
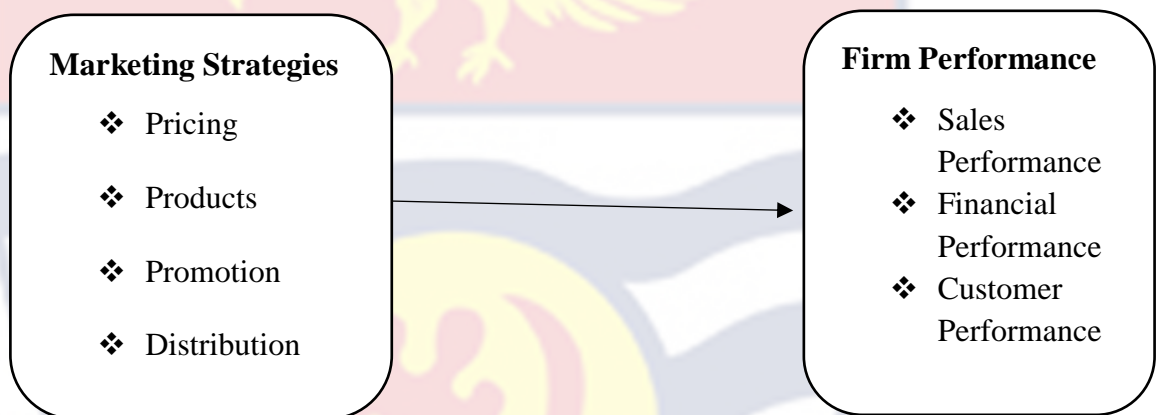
Figure 1: Conceptual Framework

Source: Author's construct (2022)

Based on the framework above, dimensions of marketing strategies for Yamoransa Kenkey Producers include product, pricing, promotion and distribution. This study will employ these aspects in determining the effect of marketing strategies on the performance of the Yamoransa Kenkey Producers. The conceptualization based on the model, therefore, hypothesizes that the performance of Yamoransa Kenkey Producers is influenced by the practicing of appropriate marketing strategies. The framework provides a conceptualization of the relationship between aspects of marketing strategies and performance.

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The conceptualization is not a construct on its own but measuring items of performance through effective and efficient provision of marketing strategies. The framework shows that based on the dimensions of providing marketing strategies, customers may be satisfied with the products of the Yamoransa Kenkey Producers and there will be improved performance. As it is perceived that if a customer is satisfied, he or she will continue engaging in business with supplier (Pinder, 2014). The framework of this study notes that proper marketing strategies can be the reason for which the performance of Yamoransa Kenkey Producers will be improved. Also, the framework of this study shows that there are several challenges such as cost, knowledge and market barriers which hinder the implementation of marketing strategies and Yamoransa Kenkey Producers and the government must pay attention to these challenges in order to increase performance.

Chapter Summary

The chapter showed that there are different dimensions of marketing strategies that can be implemented by the Yamoransa Kenkey Producers to increase performance. The chapter reviewed the Resource based theory and the Resource capability theory since the abilities of managers or business owners to be innovative influences their business performance. The empirical studies demonstrated that Yamoransa Kenkey Producers need to offer proper marketing strategies to increase performance. Even though the review shows that effective provision of marketing strategies and performance are positively correlated, this study sought to find out if some of these claims are valid for this study area since marketing strategies and performance are based on context. The current study incorporates the findings reported; antecedents used and

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recommendations made by these researchers to expand the literature on marketing strategies and performance within a Ghanaian context.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter discusses the methodology adopted in carrying out the research. It focuses on the procedures and ways adopted to achieve its main purpose; effect of marketing strategies on the performance of Yamoransa Kenkey Producers. Specifically, the chapter focuses on research design, research approach, target population for the study, sample size and sampling procedure, data collection instruments, data collection procedures and procedures for data analysis.

Research Design

A research design, according to Plonsky (2017) a research design is the overall approah used by the researcher to address and obtaing answers for the research questions of the study. Any study's success will depend on the type of research design adopted, this is because it is very crucial in deciding the type of data, the data collection technique and the sampling type to use in a study. A researcher's choice of a research design must base on some specific important details relating to the study such as the research setting, research problem, and possible limitations (Williams, 2011). There are three main purposes a researcher can adopted in a study. It can be either exploratory, descriptive and explanatory (Saunders, Lewis & Thornhill, 2012). The researcher adopted descriptive design to be used to discuss the effect of marketing strategies on the performance of Yamoransa Kenkey Producers in an attempt to estimate these sizes in the general population.

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According to Leedy and Ormrod, (2010), the decision to use descriptive design should depend on the way descriptive design makes determinations from one fleeting gathering of information and further extrapolates over the situation over a more drawn out timeframe. That is with descriptive design a researcher is able to describe some aspects of the population by using the sample of respondents who were asked to take part in the study.The descriptive design also helps to classify, define and appreciate the characteristics of a sample of respondents in a given situation for further research. Descriptive design are adopted by researchers to organize and sum up study data in a more effective way by reducing data to an understandable form and provides tools for describing compilations of statistical observations. Descriptive design study is prone to the introduction of biases in measuring of instruments and so on as well as being a relatively laborious and time-consuming method (Zikmund, 2000).

Research Approach

According to Creswell (2014) there are three main approaches to research, namely, the qualitative approach, the quantitative approach and the mixed approach. Qualitative research is use to explore and understand the interpretations people or individuals assigned to a social phenomenon or human problem. Qualitative research reports are mostly flexible in terms of structure. Qualitative research approach supports an inquiry that give reverence to an inductive style, a concentration or focus on individual meaning and the relevance of rendering the complex nature of a stiuation (Creswell, 2014). Mixed method also involves the collection of qualitative and quantitative data, integration of these two forms of data, and the utilization of different research

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designs which may include both philosophical presumptions and theoretical frameworks (Creswell, 2014).

Quantitative research approach was adopted in this study. Quantitative research deals with the measurement of variables, especially on an instrument, in a way that numbered data can be analyzed by using statistical processes. Quantitative research involves collecting and analyzing numerical data and applying statistical text (Sarantakos, 2013). It is a means for testing objective theories by examining the relationship among variables. Relationships that exist among quantitative variables are usually depicted with graphs. Quantitative researchers have presumptions about deductively testing of theories, putting in place projections to guard against bias, controlling for alternative explanations, and be able to generalize and replicate their results (Creswell, 2014). Actually, quantitative research is inexpensive compared to qualitative research. On the other hand, quantitative research also has drawbacks which ignore a very important human element such as respondent's emotions, behaviour, and feelings

Study Area

The study area is Yamoransa Township. Yamoransa is a small town in the Central Region of Ghana near the Cape Coast. It is situated along the major international road linking Kumasi-Cape Coast and Accra-Cape Coast or Accra-Cape Coast. It is a developing society with numerous economic operations. Of these, most of the community's women trade in Kenkey (a food prepared from maize) and bread. Yamoransa Township is a seen and an area where Fante Kenkey is very popular. This area was chosen for the study because the area is noted for producing more and better Fante kenkey and the area has a lot of

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suppliers who are selling almost the same or the same thing. The area was best for this study because since there are a lot of Kenkey Producers, marketing strategies is needed to be able to improve on performance at the of the day.

Population of the study

A population can be explained as the complete set of subjects that can be used in a study (Obeng, 2013). According to William and Baiche (2001), a population is a collective term to describe the total number of cases which are the subject of interest that the researcher wishes to investigate in the study. They are larger groups from which a sample is taken. The population of the study consisted of Kenkey Seller at Yamoransa. The population size for the study is 220 kenkey Producers according to field survey done at the study area.

Sample and Sampling Procedure

Sampling is the process of selecting a representative population to take information or data concerning a whole population by analyzing only a portion of it (Kothari & Garg, 2014). Kumar (2011) also defined sampling as a step-by-step approach of choosing a few respondents from a larger population to be used as a basis of estimating the prevalence of information of interest to one. According to Johnston and Vanderstoep (2009) sampling is very essential because, in almost all cases, it is not possible to study all the members of a population. Arnold and Randall, (2010) also posited that sampling deals with the selection of respondents in such a way that they represent the total population as good as possible. Precision is how close the research study estimate is to the true population as a function of the range of variability in the sampling distribution of the mean while confidence is how true the research

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study estimate is to the population, that is, the greater the precision required the larger the sample size needed (Sekeran et al., 2010).

The study adopted the census sampling. Therefore, all 220 Kenkey seller from Yamoransa were used as the respondents for the study. Farooq (2013) describes census survey as a complete enumeration of a universe, where a universe may be a place, a group of people or a specific locality through which data collection could be possible. In census survey, accuracy is one of the major advantages because each and every unit of the population needed to be studied before drawing any meaningful conclusions

Data Collection Instruments

There are two main sources of data namely, secondary data and primary data. Secondary data is a data that has been already been collected for a particular purpose. Secondary data include raw data and published summaries. Primary data is a new data collected for a particular purpose (Saunders et al, 2012). Primary source of data is used in this study. This is to help obtain first-hand information from the sampled population. Data were collected through self-administers questionnaires to constitute the primary data. The study used self-administered questionnaire as the data collection instrument to solicit information from respondents. According to Kumar (2011) Questionnaire is a document containing a list of questions to be answered by respondents. A questionnaire can be in a printed or an electronic format (Babbie, 2010). In a research endeavor, questionnaire is an instrument used to collect primary data. Richards and Schmidt (2002) iterated that in designing a questionnaire one must ensure that it is unambiguous, reliable, and valid. Generally, questionnaires are grouped into close-ended or structured questionnaires and open-ended or

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unstructured questionnaires or a combination of both close-ended and open-ended. A close-ended questionnaire is designed in a way that the respondent is requested to choose an answer from a list given by the researcher.

Close-ended questionnaire are uniform in terms of responses provided and are easily processed than that of the open-ended questionnaire (Babbie, 2005; Onyango, 2002). The study's data were collected using structured close-ended questions in other to answer the research questions and achieve the objective set for this study. The questionnaires were self-administered manually to the various respondents. The choice of this instrument was necessitated by the extensive review of the literature and the specific objectives of the study. Malhotra, Birks and Wills, (2013) marketed that the use of a questionnaire is a practical way forward if factual Information is needed from a large number of people. The design of the questionnaire was decided based on the literature review. Most of the items in the questionnaire were adapted and modified from previous research and have been tested by the author in the previous study; hence it can be seen as valid questions in this study (Ansong (2015).

The closed-ended questions gave the respondent options to choose from among a given set of responses and require the respondent to examine each possible response independent of the other choice. The closed-ended questions were with only two choices or multi-options questions, where multiple answers were available to choose, also included Likert five-point scale which is more useful when behaviour, attitude or other phenomenon of interest needs to be evaluated in a continuum (Brace, 2018). Close-ended questions have the advantage of making analysis simple and powerful and afforded the researcher

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the opportunity to control the flow of information for the study (Leedy & Ormrod, 2010). The questionnaires survey was estimated to take thirty minutes in duration to complete. All the respondents answered the same set of question and all the survey responses were treated as completely anonymous for individuals even though some demographic information being asked at the beginning of the questionnaire.

The questionnaire was structured into five sections. The structure was based on the objectives of this study. Section "A" covers the Personal Data of the respondents, section "B" dealt with the Types of Marketing Strategies; section "C" also measured Market's Performance, and section "D" also measures the challenges associated with Yamoransa Kenkey Producers' implementation of Marketing strategies.

There were 40 questions in all to be answered by the respondents. All items in section B, C, and D and were measured on a five-point Likert-like scale, with one indicating least level of agreement with the statements and five indicating highest level of agreement. The details of the questionnaire are added at the appendices. A caution from Dowson and McInerney (2001) concerning the use of questionnaires is that questionnaires have the drawback of causing the researcher of gaining limited and possibly distorted information.

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Table 1 : Measurement construct

Section	Construct	No. of items Source
B	Types of Marketing Strategies	20
C	Market's Performance	10
D	Effects of Marketing Strategies on Firm Performance	10

Source: Author's own study (2022)

Validity and Reliability

Research instruments are always evaluated based on reliability and validity. Cronbach's Alpha value is used to determine the level of the reliability of any research collection instrument. Saunders, Lewis and Thornhill (2009) explained that internal consistency of a research instrument involves correlating the answers to each question in the questionnaire with those to other questions in the questionnaire. Research instruments validity refers to how well an instrument measures the precise concept is supposed to measure (Saunders et al., 2009). Later, they added that for any research collection instrument to be valid it should earlier be reliable. This means that the instrument must be constantly reproducible; and that once this has been achieved, the collection instrument can then be studied to assess whether it is what it purports to be. Relevant literature relating to the study were thoroughly reviewed to ensure validity of the research questions. They served as evidence and supported the answers found using the questionnaire, relevance being determined by the nature of their research question and their own judgment (Saunders, et al., 2009). Zickmund, (2000) markets that descriptive studies unlike exploratory research are conducted after the researcher has gained a market grasp of the

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situation being studied. Further, the designed questionnaire was submitted to the project supervisor for vetting, correction and approval before distributing it to the respondents.

The reliability of the constructs that made up the scale was measured with the internal consistency approach (Cronbach's Alpha).

Table 2: Scale Reliability Results

Section	Construct	Cronbach's Alpha	No. of items
B	Types of Marketing Strategies	0.813	20
C	Market's Performance	0.719	10
D	Effect of Marketing Strategies on Firm performance	0.703	10

Source: Field Survey (2022)

It was also found that all the other constructs were reliable given their respective internal consistency scores. Marketing strategies and Market's Performance and challenges of implementing marketing strategies. This was because all the constructs had Cronbach's Alpha value greater/less than the minimum cut off point of 0.7 (Pallant, 2015).

Data Collection Procedure

The purpose of the study was explained to the respondents. The questions were also explained to the respondents who did not have any education and therefore cannot read and understand the questions. The researchers collected the data was collected through the use of a self-

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administered questionnaire to ensure a high response rate. The respondents had the same set of questions. Returned questionnaires were edited to correct probable errors and to sort out misconceptions and misunderstandings to ensure credibility of the research. In order to collect and organize data in such a manner that was acceptable and later used to conduct the required analysis. Respondents were taken through how the questionnaire was to be completed and as well pleaded with them to as much as possible, react to the questions. This gave respondents some specific time to respond to the questions on the questionnaire and after which the answered questionnaires were taken from the respondents.

Data Processing and Analysis

The data from the returned questionnaires was compiled, studied, and analysed according to the research purpose and related research questions. The descriptive statistics were computed using the SPSS for the personal data questions and inferential statistics were computed for the questions in the other sections. The individual analysis of each objective is presented in this section. The first section described participants based on specific personal data. Personal data were summarized using frequencies and percentages for all variables including: age; gender; numbers of years worked and Producers rank.

The specific objectives were analysed as follows:

1. Objective one: The analytical tool used for the first objective which is to identify the types of marketing strategies available to the Yamoransa Kenkey Producers was descriptive statistics.

2. Objective two: The study employed correlation for the analysis of the relationship between marketing strategies and performance of the Yamoransa Kenkey Producers.

3. Objective three: The analytical tool used for this objective was linear regression. Marketing as the independent variable and market's performance as the dependent variable.

4 Objective Four: The analytical tool used for this objective was linear regression. Marketing as the independent variable and market's performance as the dependent variable.

Ethical Considerations

Several considerations must be made when conducting a research study. These, according to Bless and Higson Smith (2000) play an important part in ensuring that sincere procedures are followed right from the formulation of the topic of the study to its end. Bless and Higson Smith defined the key guidelines of data collection as voluntary participation, the right to privacy, freedom, and anonymity as well as confidentiality in the full process of information gathering. All these ethical rules have been met in this research study. Therefore, this research and its associated methodology adhere to all of these ethical considerations. An organizational entry protocol was observed before the data were collected.

The researcher followed the ethical requirements of the University of Cape Coast and sought institutional approval as well as the consent of the participants for the study. This was done to avoid unethical dilemma and injure harm on the respondents. The purpose of the study was also explained to all

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participants and their confidentiality was assured. The respondents were then made aware that responses to the questions are not compulsory and that they may withdraw from the study at any time. However, they were encouraged to fully participate in the survey. Moreover, the questionnaire was designed in such a way that respondents' privacy was respected

Chapter Summary

This chapter discussed in detail and in a systematic manner the methodology used for the study, and this includes the research setting, research design, the study population, sampling and sampling procedures adopted for the study, the instruments used, and procedures followed in the collection and analysis of data. The chapter has shown that the study adopted the quantitative method and a descriptive approach to the purpose of the study. The chapter also discussed that the study selected respondents based on snowball sampling in conjunction with convenience sampling. The validity and reliability of the study were determined in this chapter. The chapter has also indicated the use of mean and standard deviation for the descriptive related objectives and the use of linear regression for the inferential related objectives of the study. The ethical standard of the measuring instrument and the study were also discussed.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the results and discussion of the data gathered from the field. The issues covered include the demographic characteristics of the respondents, marketing strategies and performance, the relationship between marketing strategies and performance, the effects of the marketing strategies on performance and some of the related challenges associated with the implementation of marketing strategies by Yamoransa Kenkey Producers.

Response Rate

The data was collected from the Kenkey Producers at Yamoransa, Cape Coast. The population size was 220 Yamoransa Kenkey Producers and due to the small number of the population the same number was used for the sample size. This means that a total number of 220 were issued from which 200 were filled and returned which represented a response rate of (91%) whilst 20 representing 9% was not returned. This is more than acceptable level of acceptance considering the argument made by Mugenda & Mugenda (2008) who argued that 50% of response rate of any research could be judged to be acceptable and therefore satisfactory enough for analysis. The fundamental reason for this success rate could be ascribed to the hard work of the researcher who administered the questionnaires personally to the respondents. In addition, a lot of efforts were made in making many follow-up calls to clarify queries by the researcher with the intention to enhance the high response rate. The response rate is represented in Table 3 below.

Table 3: *Response Rate*

Questionnaire	Count	Percentage (%)
Returned	200	91
Non-Returned	20	9
Total	**200**	**100**

Source: Field survey (2018)

Demographic Characteristics of the Respondents

In order to understand the demographic characteristics of the respondents, the study deemed it fitting to find out the demographic data of the respondents. Table 4 presents demographic statistics on the frequencies and percentages of responses on gender received from the respondents.

Table 4: *Background Information of Respondents*

Variable	Frequency	Percentage (%)
1. Gender		
Male	75	37.5
Female	125	62.5
Total	**200**	**100**
2. Age		
21-30 years	30	15.0
31-40 years	45	22.5
41-50 years	85	42.5
51 years and above	40	20
Total	**200**	**100**

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Table 5: Level of Education

SSS	96	48
Diploma	64	32
1st Degree	38	19
2nd Degree	2	1
Total	**200**	**100**
Years of Work in the Market		
1-5 years	32	16.0
6-10 years	101	50.5
11-15years	34	17.0
16 years and above	33	16.5
Total	**200**	**100**

Source: Field survey (2018)

Table 4 clearly illustrates that there were more female participants than their male counterparts in this survey. More than half of the respondents (62.5%) were females while the remaining respondents, (that is 37.5%) were males. This implies that a lot of females are in the business which is not surprising considering the nature of work. In addition, the unemployment rate is estimated to be higher among women than men, whilst at the same time the share of females in wage employment is also lower than that of males.

On the age distribution of the respondents, it was found out that the majority of the respondents (85) are between the age of 41 and 50 years representing 42.5%. This higher percentage of matured Producers gives a positive impression that there are more experienced Producers in the market.

Again, the result shows that 45 respondents representing (22.5%) were between 31 to 40 years which implies that in the service, most of the respondents are in their prime age and that the institution can be considered to have had a lot of potentials in terms of development in the future. In addition, 40 of the respondents representing (20%) were between the ages 51 and above years. The least age group was those between 21 and 30 representing (15%) in the market. This implies that the succession plan in the market will be relatively easier as more experienced Producers will be available to impact their knowledge on the young ones who have not got experience.

From the Table, it can be noted that 64 respondents representing (32%) had diploma education from various fields, while 38 respondents representing (19%) had degree education. However, a large percentage number of the Producers had SSS. With this category of Producers, a total of 96 representing 48% were the SSS holders. Finally, only 2 Yamoransa Kenkey Producers (1.0%) had second degree education.

In terms of the how long the each Yamoransa Kenkey Producers has worked in the market, it was found that most of them fell within 6 to 10 years. Within these years, 101 (50.5%) has worked within them, while 34 (17%) has worked within the years of 11-15. This is followed by those who have worked for more than 16 years with a total number of 33 (16.5%) while those who have worked between 1and 5 years make up 32 (16%).

Main Study Findings

Objective One: Identify the types of marketing strategies available to the Yamoransa Kenkey Producers

In line with the first study objective, descriptive statistics was done to determine the types of Marketing Strategies on Yamoransa Kenkey Producers Performance.

Model	R	R Square	Adjusted R Estimate	Std. Error of the Square
1	0.302[a]	0.091	0.087	0.952

a. Predictors: (Constant), Marketing Strategies

Source: Field Survey (2018)

Table 4 above shows that the coefficient of determination R square is 0.091and R is 0.302 at 0.05 significant levels. The coefficient of determination indicates that 9.1% of the variation in the response to Kenkey is explained by Yamoransa Kenkey Producers participation in Marketing Strategies, while the rest of 90.9% are explained by other variables which are not considered in this study. Pearson correlation produced a strong statistically significant positive association between Marketing Strategies and Performance (0.335, n=200, p<.000). The significance of these two variables; Independent (Marketing Strategies) and dependent (Performance) can be also be seen from the t-value Table 5 below with, (p=000) which is less than 0.05 and the value of t-test (5.734) hence implying that there is a positive significant influence of Marketing Strategies on their performance.

Objective Two: 2. The relationship between marketing strategies and sales performance of the Yamoransa Kenkey Producers

T-Value on the Relationship between Marketing Strategies and Sales Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.490	.260		5.734	.000
PDM	.367	.082	.302	4.465	.000
a. Dependent Variable: Sales Performance					

Source: Field Survey (2022)

The meaning of the positive association here is that Yamoransa Kenkey Producers' sales performance is based on their marketing strategies. According Becker (1960), this kind of commitment involves the need to remain in the market because of accumulated 'side-bets' and generally the lack of alternative opportunities.

With regards to objective two, a similar simple linear regression analysis was performed to determine the influence of Marketing Strategies of Yamoransa Kenkey Producers and the result is shown in the Table below.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.496[a]	.246	.242	.806
a. Predictors: (Constant), Marketing Strategies				

Source: Field Survey (2022)

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Table 6 above shows that the coefficient of determination R square is 0.246 and R is 0.496 at 0.05 significant levels. The coefficient of determination indicates that almost 25% of the variation in the response to Yamoransa Kenkey Producers performance is explained by Yamoransa Kenkey Producers participation in Marketing Strategies, while the rest of 75% are explained by other variables which are not considered in this study. As part of the examination of the influence of Marketing Strategies on sales performance, the study conducted correlation analysis to test on the strength of association between the study's variables: the independent variable (Yamoransa Kenkey Producers Participation in Marketing Strategies) and dependent variable (Firm's performance). The result of the Pearson correlations was obtained to be 0.222 (n=200, p<.000) which demonstrates that Yamoransa Kenkey Producers strategies has a positive correlation with Yamoransa Kenkey Producers participation in sales performance.

The significance of the Independent (Marketing Strategies) and dependent (Sales Performance) variables can in the same way be seen from the t-value result in Table 7 with (p=000) which is less than 0.05 and the value of t-test (5.393). This rightly suggests that there is a positive significant influence of marketing strategies on sales performance. Therefore, based on the null hypothesis;

H_1: There is relationship between marketing strategies and sales performance of the Yamoransa Kenkey Producers.

We fail to accept the null hypothesis, based on the result.

Objective three: Effect of marketing strategies on the financial performance of Yamoransa Kenkey Producers

To conduct the regression analyses, regression assumptions such as normality test, multicollinearity, autocorrelation was checked to avoid inaccurate interpretation of the data. The study presented the normality test assumption using histogram and the results are presented in Table 5.

Histogram

Dependent Variable: Financial performance

Mean = 8.81E-16
Std. Dev.=0988N =128
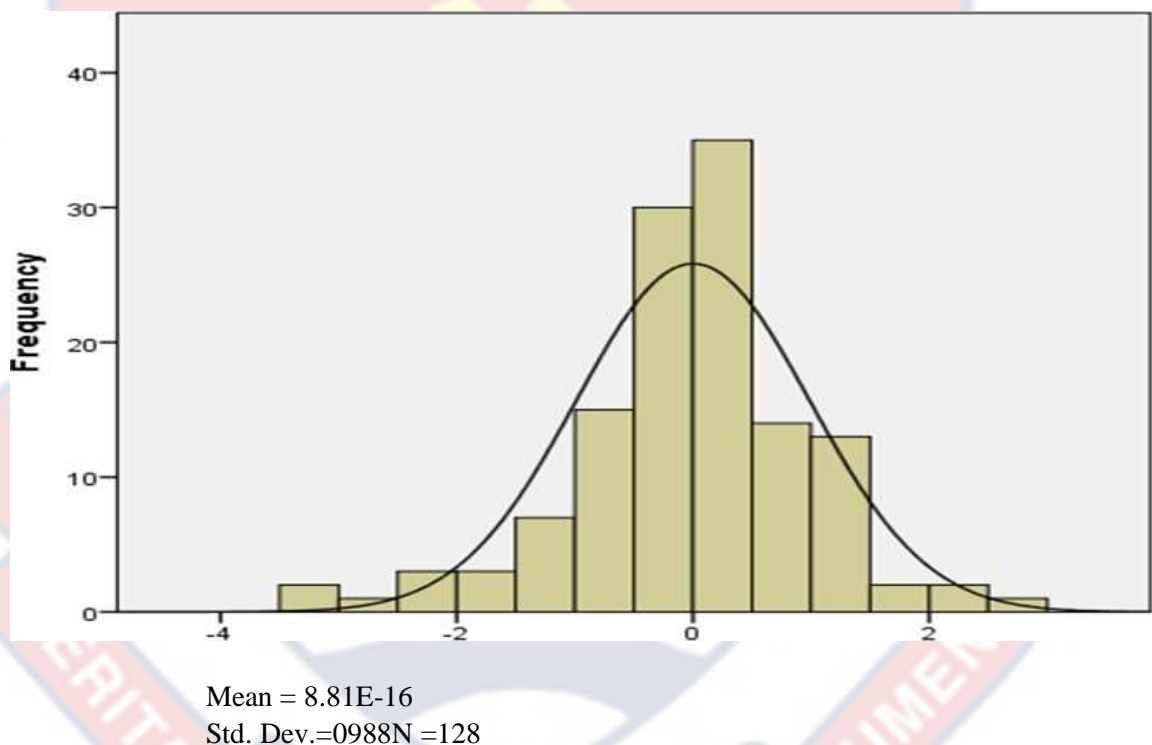
Regression Standardized Residual
Figure 2 : Regression Standardized Residual

The histogram showed that the data were normally distributed and does violate the regression as an assumption. The study also used the normal probability plot to check the normality of the data and the results are shown in Figure 3.

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Table 6: **Model Summary**

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate	Durbin-Watson
1	.772[a]	.597	.587	1.61393	1.716

a. Predictors: (Constant), Product strategy, Pricing strategy, Promotion strategy

b. Dependent Variable: Financial performance

Source: Field Survey (2022)

Regression analyses were conducted to examine the effects of marketing Strategies on financial performance. The results of the study are displayed in Table 6. The results of the study showed that the coefficient of determination R-Square was .772 indicating that independent variables (Product Strategy, Pricing strategy, Promotion strategy explain about 77.2% of the variation in financial performance. This means that 22.8% of financial performance can be attributed to other factors not captured in the study.

The results in Table 6 showed the ANOVA results at a 95% level of significance

Table 7: **ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	477.979	3	159.326	61.168	.000[b]
	Residual	322.990	124	2.605		
	Total	800.969	127			

a. Dependent Variable: Firms' performance

 b. Predictors: (Constant), Product Strategy, Pricing strategy, Promotion strategy

Source: Field Survey (2020)

The ANOVA results show the fitness of the model. The results show that conflict management strategies can statistically significantly National Investment firms' performance (F=3, 124) =61. 168, P< 0.05). The results imply that conflict management strategies have a statistically significant positive effect on firms' performance in Yamoransa. The null hypothesis was;

H_0: There is effect of marketing strategies on financial performance of Yamoransa Kenkey Producers.

Based on the result, we fail to accept the null hypothesis.

Objective Four: To assess the effect of marketing strategies on customer performance of Yamoransa Kenkey Producers

The objective four was to assess effect of marketing strategies on customer performance of Yamoransa Kenkey Producers.

To conduct the regression analyses, regression assumptions such as normality test, multicollinearity, autocorrelation was checked to avoid inaccurate interpretation of the data. The study presented the normality test assumption using histogram and the results are presented in Figure 4.

Histogram

Dependent Variable: Customer performance

Mean = 8.75E-16
Std. Dev.=0969N =128
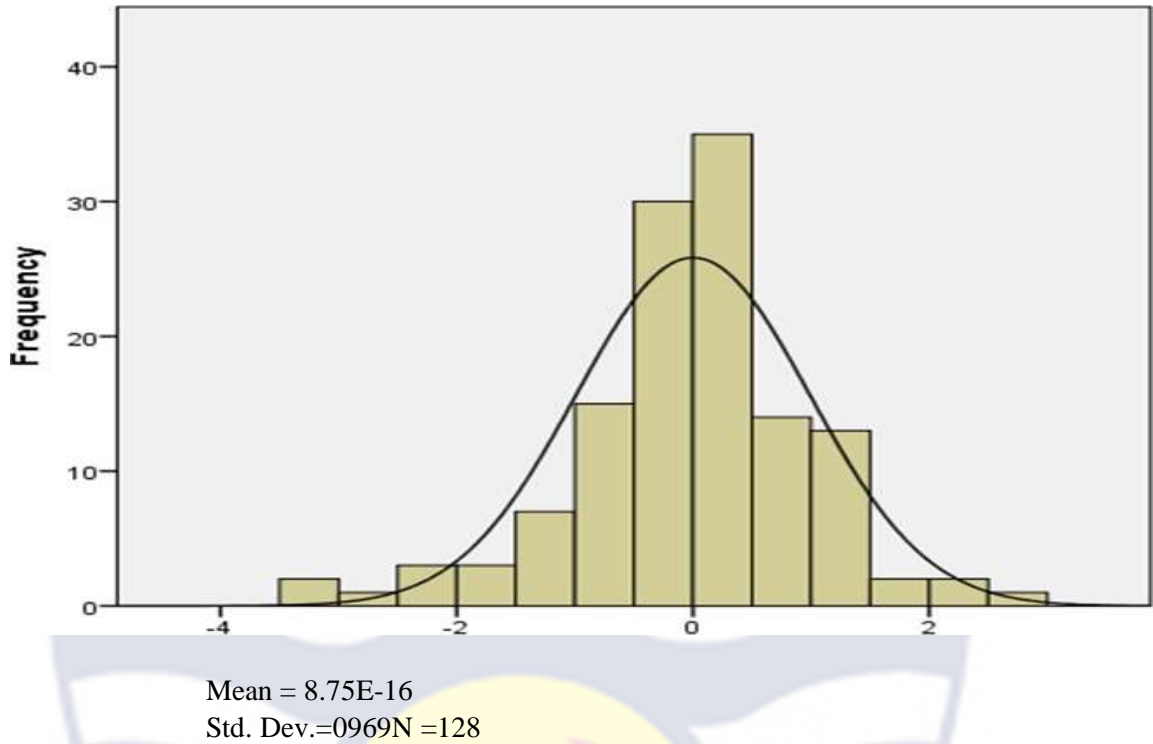
Regression Standardized Residual

Figure 3: Regression Standardized Residual

The histogram showed that the data were normally distributed and does violate

the regression as an assumption. The study also used the normal probability plot

to check the normality of the data and the results are shown in Figure 4.

Table 8: **Model Summary**

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate	Durbin-Watson
1	.846[a]	.573	.568	1.57482	1.693

Source: Field Survey (2022)

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a. Predictors: (Constant), Product strategy, Pricing strategy, Promotion strategy

b. Dependent Variable: Customer performance

Regression analyses were conducted to examine the effects of marketing Strategies on customer performance. The results of the study are displayed in Table 6. The results of the study showed that the coefficient of determination R-Square was .846 indicating that independent variables (Product Strategy, Pricing strategy, Promotion strategy explain about 84.6% of the variation in customer performance. This means that 15.4% of the customers' performance can be attributed to other factors not captured in the study.

The results in Table 5 showed the ANOVA results at a 95% level of significance

Table 9: **ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	526.874	3	158.271	72.216	.000^b
Residual	429.863	124	2.827		
Total	956.737	127			

a. Dependent Variable: Customer performance

b. Predictors: (Constant), Product Strategy, Pricing strategy, Promotion strategy

Source: Field Survey (2020)

The ANOVA results show the fitness of the model. The results show that marketing strategies can statistically significantly customer performance (F=3, 124) =72.216, P< 0.05). The results imply that marketing strategies have a statistically significant positive effect on customer performance in Yamoransa. The third and fourth hypotheses are;

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H_3: *There is effect of marketing strategies on customer performance of*

Yamoransa Kenkey Producers

H_4: *There is effect of marketing strategies on customer performance of*
Yamoransa Kenkey Producers

According to the results of the research, we fail to accept the null hypotheses

for both.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter looks at the summary of findings from the study, the conclusions and recommendations. A key conclusion from the study was that SME owners and operators agree that marketing is very important in the survival and growth of their business, and thus deserves greater attention.

An important recommendation based on the findings goes to Kenkey Producers who, though accept that marketing is key to their success, yet fail to plan their marketing activities, thereby leaving everything concerning marketing to chance. It is recommended that they plan their marketing activities based on their strengths and weaknesses so that they can take control of events and remain competitive on the market.

Summary

This study was motivated by the fact that issues concerning SMEs marketing needed to be explored since marketing is indispensable in the operations and success of SMEs. Specifically, the study sought to find out the opinions of SME owners in the Yamoransa about marketing in their business and to examine marketing activities of the SMEs concerned. The study was done through a survey involving 200 SMEs sampled through the attribute sampling method. The following emerged as the key findings from the study;

1. Close to 93 per cent of the studied SME owners and managers believe that marketing planning is important in the survival of their business. About

seven per cent of them however think otherwise, citing high cost, resources and time constraints as their reasons.

2. SMEs in the Yamoransa engaged in similar marketing activities as their competitors do, centering on the 7Ps marketing mix.

3. Up to 73 per cent of studied SMEs have marketing departments or teams they designate as such, which have the responsibility of selling their goods and services. Close to 18 per cent rely on casual employees during peak marketing periods whilst 10 per cent hired sales staff on commission bases. 50 per cent of them engaged in all the aforementioned practices.

4. MEs in the Yamoransa focus on product and service design to stimulate demand. They also use pricing as a tool for competition. They promote their goods and services through newspaper and other media adverts, the electronic media, exhibitions and interviews.

5. In the Yamoransa, SMEs' channels of distribution include their own outlets and retailers.

6. Up to 42 per cent of the studied SMEs make use of the Internet as major means of marketing.

7. SMEs in the Yamoransa generally employ people they believe will give good image and contribute effectively to their success. With their employees, they try to improve upon their processes with the view to satisfying their customers.

8. Physical evidence such as colours and other status symbols also serve as means of attracting customers and stimulating demand, especially to SMEs which provide services in the Cape Coast Municipality.

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9. SMEs in the Yamoransa are unable to achieve their marketing targets due to a number of challenges including the following:

i. Inability to recruit and maintain personnel and logistics for planning marketing activities.

ii. Inability to execute plans due to unanticipated challenges on the market.

iii. Lack of or inadequate marketing information making planning difficult.

iv. Fierce competition on the market making it very difficult for those with limited resources to effectively participate in the market competition.

Conclusions

Conclusions here look at the positions taken on the research questions in the study. Conclusions from the study are as follows: Marketing planning is seen as an important activity in the operations of SMEs in the Yamoransa. This confirms the generally held view in the literature. Many SMEs in the study area are therefore beginning to pay more attention to planning their marketing activities and this is encouraging.

Marketing activities engaged in by SMEs in the Yamoransa are not different from the traditional marketing mix known as the 7Ps. This confirms the view that the 7Ps marketing model is widely used in marketing. However, there are alternatives such as the Segmentation, Targeting and Positioning (STP) and the guerrilla marketing models. SMEs have generally not paid much attention to these alternative models in marketing.

SMEs marketing in the Yamoransa is faced with myriads of challenges. Most of these challenges are surmountable. They continue to

persist because due attention has not been given them by SMEs themselves and other stakeholders.

Recommendations

The following are the recommendations based on findings from the study. First, it is reassuring to find that all SMEs studied perceive marketing as an important activity in their businesses. However, the fact that a few do not pay attention to marketing implies that they have not yet given practical meaning to the perception. Literature points to the fact that such SMEs are missing out on several advantages that good marketing can offer them. It is therefore advised that all SMEs pay serious attention to their marketing by effectively planning and consciously executing their marketing plans.

Secondly, regarding their marketing activities, it is noted that the studied SMEs put emphasis on the 7Ps and the guerrilla marketing models. Very little attention is paid to the Segmentation, Targeting and Positioning (STP) model. The STP marketing model focuses on the need of a particular segment of a market. It therefore makes it possible for a firm to devise peculiar marketing activities that targets the needs of the identified segment. This eventually leads to the demand of goods or services produced by the business since it satisfies consumers' needs. The implication is that when they engage in the STP marketing model, SME marketing activities would take into consideration their peculiar strengths and weakness. This would differentiate them from their competitors in their marketing activities, and ensure that they remain and compete effectively on the market. SMEs are therefore encouraged to adopt the STP approach in marketing in addition to what they are already engaged in on the market.

Additionally, the good thing is that, the marketing models identified in this study are not mutually exclusive. They can be used to effectively complement one another. This will ensure much more gains than the usual talks about product (service) quality and affordability, as those talks have become the marketing gimmick of every business. The time has come for SMEs in the Yamoransa to focus more on marketing research, backed by products and services development that meets just the needs of the customer, and also positioning themselves to serve the customer in tailor-made ways. This way, customer need is catered for, satisfaction is assured and demand is guaranteed. In the light of these benefits, it is recommended that the studied SMEs vary their marketing activities depending on their peculiar situations rather than just doing what all others are doing.

Finally, the marketing challenges faced by SMEs in the studied area imply that they have more work to do to improve their marketing fortunes. Continuing to engage in the same marketing activities that are also undertaken by their well-resourced counterparts means they will continue to face great challenge. Studies have shown that larger businesses have their own problems satisfying the average customer's need in terms of customisation and affordability. To find their feet on the market therefore, it is better for SMEs to redefine their roles and focus on serving the need where their larger counterparts fall short, rather than attempting to compete with them. This would ensure gradual growth and resource accumulation that would then enable the SMEs get to the desired levels of growth.

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APPENDIX 'A'

QUESTIONNAIRE

UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT STUDIES

QUESTIONNAIRE ON MARKETING STRATEGIES AND
PERFORMANCE YAMORANSA KENKEY PRODUCERS

Dear Sir/Madam,

This questionnaire is being used to gather information on marketing activities of small and medium enterprises in the Cape Coast Municipality, as part of a research in partial fulfilment of the requirement for MBA programme in Management.

Your firm has been chosen as one of the firms for the survey, and you are kindly requested to answer the attached questionnaire.

The success of the study greatly depends on the reliability of answers received. Therefore, frank and honest answers from you would be highly appreciated.

In making this request, I hasten to give the assurance that information received from you would be used solely for academic purposes. Confidentiality and anonymity would be maintained.

Thank you in advance for participating in the survey.

Part 1 - Perception of SME owners/managers about marketing

1a.   Do you see marketing planning as important in the operations of your business?

☐ Yes

☐ No

1b.   If no, why do you say marketing planning is not important in your

business?

………………………………………………………………………………

………………………………………………………………………………

2.   Does your business have a marketing department?

Yes ☐   No   ☐

3.   If no, which office, department or team is responsible for marketing

the business' products?

- ▪ Permanent sales staff.

- ▪ Hired sales staff on commission.

- ▪ Employed marketing persons/personnel.

- ▪ All the above

- ▪ Others (Please specify)…………………………………………

4.   Which of the following in your estimation determines the marketing

direction of your business? (You can choose more than one option).

- ▪ Your business' strengths and weakness.

- ▪ Competitor's behaviour

- ▪ Situation on the market.

- ▪ Your business's objectives

- ▪ The forces of demand and supply

- ▪ Others (please specify)………………………….

Part 2 - Marketing Activities of SMEs

Product-Related Activities

5. Which of the following is/are given special attention in your product/service

development process?

- ▪ Quality

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- User

- Friendliness

- Affordability

- Convenience/satisfaction to customers

Pricing Related Activities

6. Please indicate which of the following influence the pricing of your

goods/services.

- The cost of producing the item or service

- The profit objective of the business

- The price of your competitor's product or service

- The ability of the customer to pay

- The demand for the product or service involved

7. Which of the following activities do you engage in, in your pricing

activities?

- Producing good quality products/service and charging a high price

- Producing a lower quality product/ service and charging a lower

price

- Other (Please specify) ………………………………………………

Promotion-related Activities

8. Indicate from the list of publicity activities below which one your

business engage in

- Newspaper article ☐ Interviews ☐Talk shows ☐Exhibition

- Other (pleas specify)…………………………………………………

- None……………………………………………………………….

9. do you advertise on the internet? ☐Yes   ☐ No

10. What do you do to the packaging of your product/services to serve as a means of attracting customers?

- Container/package is designed to communicate a massage of quality and reliability.

- A catchy design on the container/ package that attracts customers

- Use of special and bright colures on the product package or container

- All the above

- Others (please specify …………………………………………………

- None……………………………………………………………………..

10. Please indicate any other activities you undertake to promote the sale your product/services………………………………………………………….

11. What marketing activities do you think will help improve your sale than you are currently doing?..

Distribution (Place) Related Activities

12. Please indicate by ticking, which of the following informed the selection of your present (You can choose more than one option)

- Availability of premise/space

- Ability of afford rent charged

- Avoidance of paying rent

- Easy accessibility to customers

- Location of similar businesses

- The population of the area

- The type of potential buyers

- The type of product/services

- Competition on the market

- The method of attracting customers

- The shopping time of buyers in the vicinity

13. Do you have to reach your customers or they reach you to sell/buy you

    are your goods/services.

- Goes to customers

- Customers come to the business

- It happens by chance

- All the above

- Others (Please specify)………………………………………….

14. How many outlets do you have?………………………………………

15. Which of these do you use in distributing your goods/services?................

- Direct outlets operated by the business

- Sales agents who owe their own outlets

- Other (please specify)…………………………………………

People, Process and Physical Evidence

16. Which of the following characteristics are critically assessed in recruiting

    marketers?

- General abilities to sell product/services

- Creativity in marketing activities

- Academic qualification in marketing

17. How would you describe the way you handle your customers

- The best way possible

- Good but can be further improved

- No particular attention paid to them

- Treats them any way possible

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18. Physical appeals such as colours, personal and environmental appearance matters to your business in attracting customers?

☐ Strongly Agree   ☐ Agree   ☐ Disagree   ☐ Strongly Disagree

19. What other things in your opinion attracts customers most to your business………………………………………………………..

Item	Very Influential	Influential	Not Sure	Not influential	Not Very Influential
No planned marketing activities					
Planned but poorly implemented activities due to financial, logistics and personnel problems					
No implementation of planned marketing activities due to practical conditions on the ground					
Non-availability of marketing information					
Too many competitors on the market					

Part 3 – Challenges confronting SMEs in marketing operations

21a. Do you set marketing targets for your business?   ☐ Yes ☐ No

21b. If yes, what percentage of your marketing target is often achieved?

☐ Up to 25   ☐ 25 – 50%   ☐ 51 – 75%   ☐ 76 – 100%

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21c. If no, which of the following in your estimation accounts for your answer in 22b above?

Please tick according to degree of influence.

22. Any recommended solutions to the problem(s) identified in 22c above?

…………………………………………………………………………….

23. What general comment would your make about marketing in your business?

…………………………………………………………………………

24. **Part 4 – Enterprise Details**

25. Nature of business

☐ Agro processing   ☐ Pharmaceuticals   ☐ Food and beverages

☐ Furniture   ☐ Cosmetics   ☐ Assorted/general goods

Services (Please specify)………………………………………….…

26. When was the business established…………………………………………….

27. Please give an estimate of the company's capital (excluding land, buildings and vehicle) from the categories below:

☐ Up to 15,000   ☐16,000 – 30, 000   ☐ 31,000 – 45,000

☐ 46, 000 – 60,000   ☐ 61,000 – 75,000   ☐ 76,000 – 90,000

☐ 91,000 – 100,000

28. No of employees

a. Permanent……………………………………………………………...

b. Casual……………………………………………………………………

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Please give your best estimate rather than attempting to determine exact values from other sources.

The responses should refer to the current period compared to the previous one

The quality of the firm's products/services has increased

[ ] strongly agree [ ] agree [ ] neutral [ ] disagree [ ] strongly disagree

The firm's customers have been more satisfied.

[ ] strongly agree [ ] agree [ ] neutral [ ] disagree [ ] strongly disagree

The percentage of the firm's repeat customers has increased.

[ ] strongly agree [ ] agree [ ] neutral [ ] disagree [ ] strongly disagree

The firm was able to penetrate more new markets than our major competitor in the current period

[ ] strongly agree [ ] agree [ ] neutral [ ] disagree [ ] strongly disagree

The firm has continued to bring new products/services to the marketplace at a satisfactory rate.

[ ] strongly agree [ ] agree [ ] neutral [ ] disagree [ ] strongly disagree

Thank you.