

Developing a Marketing Strategy Model to Enhance Performance of Micro, Small and Medium Enterprises (MSMEs) in Zambia

By

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A Thesis submitted to the University of Zambia in fulfilment of the requirements for the award of Degree of Doctor of Philosophy in Business and Management

THE UNIVERSITY OF ZAMBIA

LUSAKA

2024

DECLARATION

I, Scotch Musalela Ndhlovu affirm that this thesis represents my own work, and that I have not previously submitted it for a degree of Doctor of Philosophy or other qualification at this or any other University. All published work or material that I cited in this study I used them with due acknowledgement.

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APPROVAL

This thesis by Scotch Musalela Ndhlovu is by the examiners hereby approved as fulfilling the requirements for the award of Doctor of Philosophy in Business and Management with Specialization in Marketing and Strategy by the University of Zambia.

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ABSTRACT

The purpose of this study was to develop a marketing strategy model that could enhance performance in particular the sales growth of MSMEs in Zambia. The study was conducted out of the need to understand the role played by the marketing strategies on performance of MSMEs in Zambia taking into account that most MSMEs fail to survive and grow few years after their establishment. The objective was to present the results of a rigorous assessment of marketing strategies applied by the MSMEs and their influence on performance. From the research results, a marketing strategy model was to be developed. The study was guided by the bounded rationality theory and anchored in the positivist paradigm embracing the logic of induction and deduction. Two measures (a) marketing strategies and (b) sales growth were the main variables. The target population was 335 MSMEs from both Lusaka and Copperbelt province. Since each province had an association of registered members, the register for each province was used as a sampling frame. Data was collected using a descriptive research survey. The instrument used in this study was a structured questionnaire that was designed by the researcher. Yamane Taro's sampling formula was used to determine the required sample. 177 respondents were enlisted in this study. Data was analysed using the SPSS statistical program, version 28 (SPSS Inc.). Ordinal logistic regression was performed to determine the influence of marketing strategies on sales growth. The key and major findings of study revealed that out of 14 marketing strategies that were assessed, only 5 were dominant in terms of use and these are; Whatsapp ranked number 1, Facebook ranked number 2, Radio ranked number 3, Newspaper ranked number 4 and Face to Face (word of mouth, door to door) ranked number 5. Out of the 5 marketing strategies that were in use, 4 had significant high influence on sales growth and these are; Radio (Wald $\chi^2(1) = 25.606$, $p = 0.001$), WhatsApp (Wald $\chi^2(1) = 12.480$, $p = 0.001$), Facebook (Wald $\chi^2(1) = 5.702$, $p = 0.017$) and Newspaper (Wald $\chi^2(1) = 9.510$, $p = 0.001$). The use of these four marketing strategies appear to be essential for increasing sales growth of the MSMEs. The study concludes that marketing strategies provide additional competitive edge to MSMEs by consistently enhancing sales growth. Therefore, MSMEs should pursue the consistent adoption of marketing strategies as a way of improving their performance in particular the sales growth. Further, the study revealed that the choice of marketing strategies that MSMEs applied was influenced by the MSME owner- managers' cognitive capability, environment and availability of resources. The study recommends that the MSME Associations should disseminate information to members to appreciate and adopt marketing strategies to enhance their performance. The associations should also engage Government institutions such as the Ministry of Small Medium Enterprise and Development, Zambia Development Agency and Citizens Economic Empowerment Commission to regularly conduct training to their members on marketing strategies.

Keywords: Marketing Strategies, Model, MSME Performance, Sales Growth

DEDICATION

I dedicate this PhD to my father and mother who brought me on this earth where I pursued this higher qualification. The dedication also goes to my wife Beatrice Gombwa Ndhlovu and daughters –Micah, Nanziwe and Nomsa. Lastly but not the least, I dedicate this PhD to my late elder Sister Rhoda Ndhlovu who looked forward to see me acquire this qualification.

ACKNOWLEDGEMENTS

In my quest to complete this thesis, I have received tremendous help from too numerous people to name. Above this, I have learnt a lot of things in this journey of pursuing this PhD. I am deeply grateful to my beloved wife for her invaluable support at every stage of this research project.

My gratitude also goes to Doctor Charles Muwe Mungule, my supervisor, who dedicated his time to provide guidance in this thesis. I am indebted to him pageantry for opening my mind in academic writing and making my dream come true.

Further, my gratitude goes to Doctor Bupe Mutono Mwanza for playing key role in coordination and engaging my supervisor from time to time during the journey of this research project.

Lastly, am grateful to the MSME Associations in Lusaka and Copperbelt Province for providing data to use in this thesis. Thank you so much for entrusting me with your data.

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LIST OF ACRONYMS

AAMO	Asian Association of Management Organizations
CEEC	Citizens Economic Empowerment Commission
CIM	Chartered Institute of Marketing
EBIT	Earnings Before Interest and Taxes
GEM	Global Entrepreneurship Monitor
GNP	Gross National Product
IGC	International Growth Centre
LRT	Likelihood Ratio Test
MCTI	Ministry of Commerce, Trade and Industry
MSMED	Ministry of Small and Medium Enterprises Development
MSMEs	Micro, Small and Medium Enterprises
NFIS	National Financial Inclusion Strategy
NFSDP	National Finance Sector Development Policy
NMSMEDP	National Micro, Small and Medium Enterprise Development Policy
OECD	Organization for Economic Co-operation and Development
OLM	Ordinal Logistic Model
OR	Odds Ratio
PACRA	Patents and Companies Registration Agency
PPC	Paid Per Click
ROCE	Return on Capital Employed
ROI	Return on Investment
SBRI	Japan Small Business Research Institute
SD	Standard Deviation
SED	Small Enterprise Development
SEO	Search Engine Optimization
SID	Small Industries Development
SPSS	Statistical Package for the Social Sciences
ZACSMBA	Zambia Chambers of Small and Medium Business Association
ZBS	Zambia Business Survey
ZDA	Zambia Development Agency
ZTA	Zambia Tourism Agency

CHAPTER 1

INTRODUCTION TO THE STUDY

1.1 Introduction

This chapter provides an introduction to the study by way of giving a brief background and the rationale for undertaking the study. The chapter presents the research problem, objectives, the significance, scope and delimitation of the study. The brief overview to the study also provides the concepts of interest in the study, the theoretical foundation for the research, the hypotheses depicting the theoretical relationships as well as independent and dependent variables.

Finally, the chapter provides an outline of the study on chapter by chapter basis covering all six chapters. The chapter end with a summary.

1.2 Background of the Study

Micro, Small and Medium Enterprises (MSMEs) are considered as the backbone of economic growth in all countries. According to Ardic et al. (2011), the global economic development has been linked to the growth of the MSME sector which accounts on average for 13- 50% of the gross national products in the developed world and between 3- 35% of the gross national products (GNP) for the developing world. The notable contributions of MSMEs have been in the area of industrial change and innovation, value-addition, wealth creation, poverty reduction, global economic output and job provision (Donkor et al., 2018). Given the new emphasis on the MSME sector, governments at all levels have started to formulate initiatives' and policies that promote the sustained growth of the sector.

Despite the notable contribution of the MSMEs and the efforts by the governments to support their growth, the MSMEs continue to face critical constraints that inhibit their growth, competitiveness and contribution. Some of these challenges are; non-availability of conducive policy and regulatory environment, lack of infrastructure, difficult in accessing finance, lack of technology, inappropriate marketing strategies, high taxes, inflation, fluctuating and unreliable exchange rates, identical products in the same market, poor record

keeping, lack of managerial skills and inadequate planning (Abdissa and Fitwi, 2016; Abor and Quartey, 2010; Baporikar et al., 2016; Beyene, 2002; Gbandi and Amissah, 2014; Kamunge et al., 2014; Kayanula and Quartey, 2000; Mubita et al., 2017; Muriithi, 2017; Petković et al., 2016; Wiboonchutikula, 2002). These challenges make it difficult for the MSMEs to survive or maintain their business levels in the local and global markets. For instance, Kuwu et al. (2014) state that on average there are more MSMEs closure than expansions, with approximately 1 percent enterprise growing from 5 or more. Similarly, Mwaanga (2023) posits that MSMEs operating after five years of being established is declining and majority of them operate between 1- 5 years. This means that most of the MSMEs are stagnant and closing, resulting into less contribution by this important sector into the economic growth. Therefore, the undesirable state of the MSMEs cause great concern and interest among development economists, entrepreneurs, governments, venture capital firms, financial institutions and non- governmental organizations (Eniola et al., 2014).

1.2.1 Micro, Small and Medium Enterprises in Zambia

In Zambia, it is estimated that the MSME sector accounts for about 97 percent of all businesses and 18 percent of workforce (Bank of Zambia & ILO, 2021; Nuwagaba, 2015). The MSME sector is seen as a stream that feeds into big business, keeps big business going, and as fuel which Zambia's economic engine uses to grow. Thus, MSME sector attracts a lot of attention from the government and the citizenry. For instance, Chisala (2008, 2015) states that government is concerned with the MSME sector and is working on how best the issues that constrain the MSMEs from performing at the frontier could be addressed. This is due to their vital role of the economy, being the source of various economic contributions through the generation of income, providing new job opportunities, introducing innovations, stimulating competition, and engine for employment.

The term Micro, Small and Medium Enterprises (MSMEs) covers a wide range of definitions and measures, varying from country to country. Some of the commonly used criteria are the number of employees, total net assets, sales, and investment level. Below is the official definition of Enterprises in the MSME sector in Zambia (NMSMEDP, 2023).

Micro Enterprises

A micro enterprise shall be any business enterprise registered with the Registrar of Companies; i) Whose total investment excluding land and buildings shall be between Two Hundred and Fifty Thousand and Five Million (K250,000 - K5 000,000) Kwacha. ii) Whose annual turnover shall be up to One Million (K1, 000, 000) Kwacha. iii) Employing up to ten (10) persons.

Small Enterprises

A small enterprise shall be any business enterprise registered with the Registrar of Companies; i) Whose total investment, excluding land and building shall be between Two Hundred and Fifty Thousand and One and Eight Million and Four Hundred Thousand (K250,001 – K8,400, 000) Kwacha. ii) Whose annual turnover shall be between One Million and one to Ten Million (K1000, 001- K10, 000, 000) Kwacha. iii) Employing between eleven and fifty (11- 50) persons.

Medium Enterprises

A medium enterprise shall be any business enterprise registered with the Registrar of companies; i) Whose total investment, excluding land and building, shall be between Five Million Two Hundred and Fifty Thousand and One to Forty Million (K5,250,001–K40,000, 000) Kwacha. ii) Whose annual turnover shall be between Ten Million to Fifty Million (K10, 000,000 - K50, 000,000) Kwacha. iii) Employing between fifty-one (51-100) persons.

The significant role of the MSME sector in the economy and its development has made it become the central discussion of policy debates in the country. Thus, Zambian government has been making efforts such as the establishment of the Ministry of Small and Medium Enterprises Development (MSMED) in 2021 and allocation K350 million in 2022. Further, in 2023 national budget, K362.2 million was allocated, representing 3.5% increase towards support of the MSMEs in the country (GRZ Estimate of Revenue and Expenditure, 2023). Though there has been government support towards the development and growth of the MSMEs in the Zambia, the sector continues to perform low to moderate. For instance,

Mwaanga (2023) posits that MSMEs operating after five years of being established is declining and majority of them operate between 1- 5 years.

In this regard, several studies have been conducted relating to MSME performance from a variety of approaches in order to better the understanding on why some firms fail and others succeed (Malunde, 2013; Mumba, 2017; Santos and Brito, 2012; Sinyangwe, 2012). Some of these studies have shown that MSMEs fail to grow and eventually close when marketing strategies have not been used (Beck and Demirguc-Kunt, 2006; Delmar and Wiklund, 2008; Govindsamy, 2010; Kuwu et al., 2014). It is therefore, vital to study MSMEs' marketing practices and their relation to business performance. Such research can not only generate guidelines for best practice, but also help to develop models that are relevant to the business environment in Zambia. Research in this area should help MSMEs operating in Zambia to formulate effective strategies to ensure their long-term wellbeing and development in an increasingly competitive environment. Furthermore, such research has policy implications for the government.

1.2.2 Marketing Strategies

Marketing strategy is a management discipline, which focuses on the organization's mission, searches for unique opportunities, determines whether they fit the organization's strategic direction, defines the measures for success, and continually reassesses opportunities (Gaynor, 2002). According to Goi (2005) marketing strategy is a set of the marketing tools that firms use to pursue their marketing objectives in the target market. Aaker (2008) posits that marketing strategy is a process that can allow an organization to concentrate its resources on the optimal opportunities with the goals of increasing sales and achieving a sustainable competitive advantage. Thus, it is a method of focusing an organization's energies and resources on a course of action, which can lead to increased sales and dominance in a targeted market. The literature is full of references regarding comparisons between companies having marketing strategy and succeeding, and companies that do not have strategy and failing. For instance, Rahul and Choudhury (2014), state that success or failure of companies competing in a market is largely dependent on strategy they evolve and implement. Similarly, Siti (2017) states that implementation of appropriate marketing strategy will provide advantages to the company compared to its competitors and it will also directly guarantee the existence of the company. Furthermore, Bouazza et al. (2015) pointed out that in order to attain maximum business

success, marketing skills are crucial for MSME survival and growth. This is in line with Ebitu (2016) who stated that marketing strategy has become an important global tool for any organization to remain in competitive market environment and wax strong. This means that marketing strategies are central to success in today's fast moving competitive business (Chiliya et al., 2009).

Globally, companies develop and execute the marketing strategy in order to attract customer and deal with a myriad of environmental concerns such as competitors and suppliers. Owing to intense global competition, emergency of more open world economy, technological advances, changing needs of consumers and tastes; managers around the globe have recognized the increasing importance of firm to develop marketing strategies to compete effectively in worldwide markets as well as gain depth understanding of the market, particularly with regards to their customers and competitors (Dzisi and Ofosu, 2014; Furrer, 2014). Thus, the need to employ marketing strategies in today's business is inevitable as it helps businesses to exceed the expectation of customers. For instance, the marketing strategies help MSMEs to identify opportunities to pursue, indicate specific markets to which the activities are to be targeted, and identify the types of competitive advantages that are to be developed and exploited (Ebitu, 2016). Effective marketing strategy activities have a positive influence on organizational performance (Adewale et al., 2013; Chung et al., 2012; Sashittal and Jassawalla, 2001; Thorpe and Morgan, 2007). To develop effective marketing strategies, MSMEs have to ensure that the needs and attitudes of the customers and competitors are assessed. The strategy is most effective when it is an integral component of overall firm strategy, defining how the organization will successfully engage customers, prospects, and competitors in the market arena.

However, there has been debate as to whether the MSMEs apply marketing strategies and whether these strategies impact their business performance (Beck and Demirguc-Kunt, 2006; Delmar and Wiklund, 2008; Fard and Amiri, 2018; Govindsamy, 2010; Kuwu et al., 2014). For instance, Fard and Amiri (2018) argued that most of the MSMEs are still at the growing stage in the adoption of marketing strategies and that some MSME managers believe marketing does not meet their business needs and that formal marketing approaches are not operative for them. Similarly, Nambira et al. (2016) stressed that small firms use marketing for the needs of the moment and little attention is paid to plans, strategies and analyses. Furthermore, there has been argument that the formalised marketing strategies which require

the application of marketing theories drawn from conventional textbooks and focus on marketing activities such as planning, marketing research, strategy and the implementation does not exist in MSMEs (Resnick et al., 2016). Therefore, the influence of marketing strategies on the performance of the MSMEs has been a subject of growing interest in the field of strategic management (Kuwu et al., 2014). Thus, researchers have developed interest to investigate the influence of marketing strategies on MSME performance and the type of marketing strategies being adopted (Carvalho and Costa, 2014; Eniola et al., 2014; Quaye and Mensah, 2018), with the aim to fully understand the operation of the MSME sector.

Despite divergent views on application on marketing strategies and performance of the MSMEs, the consensus has been that MSMEs do apply marketing strategies in one way or the other (Jasra and Khan, 2010; Koufetros, et al., 2014). This is due to the general view that in order for the business to survive and continue operating, the business must sale and for this sale to take place, there should be the application of marketing strategy which has made the business compete against its competitors. For instance, in a study by Emanuel et al. (2014), the findings of the study revealed that effective use of marketing strategies could help Micro, Small and Medium Enterprises (MSMEs) managers gain competitive advantages and achieve superior performance. This is line with Chiliya et al. (2009) who stated that various studies have suggested that overall business performance is influenced by the marketing strategy. Mustapha (2017), in a related matter stressed that marketing strategy is an important tool for any MSMEs to remain in competitive market environment and be stronger. Further, Yalo et al. (2019) posited that without appropriate marketing strategy, an enterprise cannot survive in today's competitive environment nor witness superior performance.

1.2.3 Firm Performance

The success of all businesses whether small or medium enterprises or large organizations can be seen through their performance (Samat et al., 2019). Firm performance is made up of the actual output of an organization, measured against its input (Ringim, 2012). It is defined as the outcomes of work because it provides the strongest linkage to the strategic goals of a firm, customer satisfaction and economic contributions (Salem, 2003).

Nowadays, firm performance has become a relevant concept in strategic management research and is frequently used as a dependent variable (Taouab and Issor, 2019). In

management research, the concept of company's performance is so common that there is no need to justify its structure and definition (March & Sutton, 1997). However, a significant problem in the measurement of performance outcomes of entrepreneurship has been to reach consensus on suitable measures of performance. This has raised criticism among the strategic business management for not giving this topic a high priority (Boyd et al., 2005), in that the lack of measurement accuracy affects quantitative research quality and masks true relationships (Venkatraman and Grant, 1986). Additionally, many studies measure firm performance with a single indicator and represent this concept as one-dimensional, even while admitting its multidimensionality (Glick et al., 2005). Further, literature has stated that when measuring of MSMEs performance, subjective or objective approach can be used (Hakimpoor et al., 2012). This is because of the problematic operations of the MSMEs where it is unlikely that owner or manager will be willing to provide detailed data on the firm's performance.

The literature also provides various performance indicator variables such as profit figures (EBIT), growth of employment or turnover, employee morale, survival, market share, return on sales, return on assets, sales growth and customers satisfaction which have been used to measure MSMEs performance (Rubio and Aragon, 2009). While a range of financial and non-financial indicators have been suggested as measures of performance, prior research has tended to focus on variables for which information has been easy to gather (Cooper, 1995). For instance, some studies suggest growth as the most important performance measure in small firms, with growth being a more accurate and easily accessible performance indicator than accounting measures, and therefore superior to indicators of financial performance (Wiklund 1999). Similarly, Delmar et al. (2003) discussed the various performance measures and suggested that if only one indicator had to be chosen as a measure of firm growth, then the preferred measure of growth should be sales. This is because sales figures are relatively easy to obtain and reflect both short term and long-term changes in the firm. In addition, Barkham (1996) points out that sales growth is an indicator that is favoured by entrepreneurs themselves, and increasing sales allows growth along other dimensions such as employees and assets (Wiklund, 1999; Delmar et al, 2003). Other arguments for using sales growth are based on the growth process being driven by demand for the firm's products and services. Furthermore, some researchers have argued that sales growth can be subjectively used in measure of performance and proposed researchers to use this measure due to the difficulty in obtaining the objective data like profit or ROI (O'Regan and Ghobadian, 2004a, b;

Durham and Littrell, 2000; Walker and Brown, 2004) or to overcome a problem when a sample contains a variety of industries (Allen and Helms, 2006).

Whilst some understanding on this subject has been gained, with respect to global and regional, the generalizability of these findings to the Zambian MSMEs is yet to be examined. For instance, studies have demonstrated that MSMEs fail to grow and eventually close when marketing strategies have not been used (Beck and Demirguc-Kunt, 2006; Delmar and Wiklund, 2008; Govindsamy, 2010; Kuwu et al., 2014). Additionally, Mwaanga (2023), stated that the number of MSMEs operating after five years of being established is declining and majority of them operate between 1- 5 years. Further, the Zambia Revenue Authority (2019) report on taxes, indicate that Zambia had only 110,508 MSMEs paying taxes despite the country having over a million registered MSMEs. The decline in the period of operation and the low number of the MSMEs paying taxes could be attributed to failure by the MSMEs to apply marketing strategies. This is because research elsewhere has demonstrated that MSMEs that apply marketing strategies do not close and have grown. Therefore, it becomes vital that such studies are carried out so that a contextualized view of the role of marketing strategies on MSMEs performance is known. Further, this would enable the development of a marketing strategy model that is relevant to the business environment in Zambia. Thus, research in this area would help MSMEs operating in Zambia to formulate effective marketing strategies that would support their survival and growth in an increasingly competitive environment.

1.3 Statement of the Problem

Despite the apparent significance associated with Micro, Small and Medium Enterprises and the numerous policy initiatives introduced by the government to accelerate the growth and survival of MSMEs, the performance of MSMEs has been disappointing. The MSMEs in Zambia have continued to suffer various setbacks of slowed growth with more than 70% of the Micro, Small and Medium Enterprises (MSMEs) having sales of less than K500, 000 per month and only 8% with sales of greater than K2 million a month, demonstrating an aspect of poor performance (Business Survey, 2010; and Manju, 2012). One important thing worth noting is that growth of the business is an important precondition for a firm's longevity. Negative growth of an MSME is often a sign of challenges, while stagnation is usually indicative of challenges that a firm will face in the future.

Further, recent statistics indicate that MSMEs operating after five years of being established is declining and majority of them operate between 1- 5 years (Mwaanga, 2023). Others have been stagnant and recording low sales (OECD, 2017; IGC, 2019). Furthermore, the Zambia Revenue Authority (2019) report on taxes, indicates that Zambia have had only 110, 508 MSMEs paying taxes despite the country having over a million registered MSMEs. The less number of MSMEs paying taxes gives an indication of low sales growth and survival of the MSMEs in Zambia. The result of such is negative impact on the country's poverty reduction, employment creation and gross domestic product. In this regard, Silva, 2006; Kuwu et al., 2014; and Bouazza et al., 2015, posit that in order to attain recognisable growth and increase sales, MSMEs ought to employ a number of marketing strategies.

However, past studies on the role of marketing strategies on performance of MSMEs focussed on 4Ps, 5Ps and 7Ps marketing elements (Li and Calantone, 2000; Janet & Ngugi, 2014), ignoring the forms of marketing strategies adopted by the MSMEs. Further, there has been limited research showing the extent of marketing strategies linkage to MSMEs performance in Zambia. This study is therefore, aimed to fill this missing knowledge gap by developing a marketing strategy model to enhance performance, particularly sales growth of the MSMEs in Zambia.

1.4 Purpose of the Study

The main objective of this thesis is to develop a marketing strategy model which could be used to enhance performance, in particular sales growth of the MSMEs in Zambia.

1.5 Specific Objectives

- 1) To examine the hierarchy of the marketing strategies applied by the MSMEs in Zambia.
- 2) To establish the functions of the marketing strategies applied by the MSMEs in Zambia.
- 3) To determine the levels of sales growth among the MSMEs in Zambia.
- 4) To determine the influence of marketing strategies on performance, in particular the sales growth among the MSMEs in Zambia.

1.6 Research Questions

The study's research questions are as follows: The overarching research question is "How could marketing strategies be enhanced among the MSMEs in Zambia?"

From this, the following subsidiary research questions require answers.

- 1) What is the hierarchy of marketing strategies that MSMEs apply in their businesses in Zambia?
- 2) What are the marketing functions of the marketing strategies applied by the MSMEs in Zambia?
- 3) What is the level of sale growth among MSMEs in Zambia?
- 4) What is the influence of marketing strategies on sales growth as an indicator of performance among MSMEs in Zambia?

1.7 Significance of the Study

There are notable significances arising from this study. The results have policy implications for Zambia. The performance of MSMEs is seen as one instrument for addressing the problems of poverty in developing countries and this study has shown that marketing strategies influence MSMEs performance and as such policies ought to consider capacity building in the area of marketing strategy among the MSMEs. Thus, government through the Ministry of Small and Medium Enterprise Development, Zambia Development Agency and Citizens Economic Empowerment Commission could use the study findings to build capacity in MSMEs and their Associations in the country.

The research findings also contribute to MSME owners and managers by highlighting the importance of maintaining marketing strategy innovative culture as a way to facilitate the formulation and implementation of marketing strategies. The marketing strategy model developed in this study would enhance the MSMEs performance if applied correctly. Further, the findings of this study add a different dimension to the existing pool of knowledge in marketing strategy and MSME performance. For instance, the study has clarified the meaning and application of the term marketing strategy by way of rendering an operational application which previous research loosely considered. Thus, the study is of much

significance to research institutions, students and other researchers who would get the findings useful in their investigation in area of study similar to this research.

1.8 Scope and Delimitation of the Study

The study is located within strategic management and focuses on two constructs, marketing strategies (independent variable) and MSMEs performance (dependent variable). Marketing strategy variables used in this study are traditional and digital marketing strategies. The traditional marketing strategies are: Fliers, Postcards, WhatsApp, Radio, Television, Local Events while the digital marketing strategies being: Websites, Facebook, Bill Boards, Instagram, Newspaper, Mobile marketing, Face to Face and E-mail. On the other hand, performance was measured in terms of sales growth. The study is restricted to only MSMEs in Lusaka and Copperbelt Provinces. The study choice for the two provinces is based on their high number of the MSMEs as they account for 43.5% and 24.2 % of the total MSMEs in the country (NMSMEDP, 2023). Thus, the research findings in these two provinces could provide a national acceptability. Additional focus provided to this research was by considering only registered MSMEs with PACRA and are members of the Zambia Chambers of Small and Medium Business Associations (ZACSMBA). Furthermore, the MSMEs that were considered in this study are those that were in business for not less than three (3) years and were still operating at the time of the study. Based on AAMO, (2007); JSBRI, (2011); and Shane, (2008) argument that MSMEs have common characteristics regardless of the sector and country variations.

This study is not employing the 4Ps, 5Ps and 7Ps as marketing strategies. This is because the literature has pointed out that there is no consensus on what constitutes marketing strategy, thus leaving researchers to come up with marketing strategies of their choice. Further, the study is not about testing a model but developing a prescriptive process model which is about tools and how they work in order for the business to increase its performance in particular the sales growth. The study does not cover marketing models such:

- a) The RACE (Reach, Act, Convert and Engage) Framework
- b) Unique Selling Proposition (USP)
- c) Boston Consulting Group (BCG) Matrix
- d) Brand Positioning Map
- e) Customer Lifetime Value

- f) Growth Strategy Matrix
- g) Loyalty Ladder
- h) Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE)
- i) Porter's 5 Forces
- j) Segmentation Targeting Positioning (STP) and
- k) Situation, Objectives, Strategy, Tactics, Action and Control (SOSTAC)

The above marketing models have been used by the large business and focus on structuring business ideas and communicating selling whereas marketing strategies which this study is about cover those appropriate and used by MSMEs. These are marketing strategies are applied with a view to meet either one or the combination of the four marketing functions which are; (i) creation of demand (ii) customer satisfaction, (iii) increase market share (iv) creation of goodwill and public Image.

1.9 Conceptual Framework of the Study

Epistemologically, theory of knowledge ought to be addressed in all research. This is due to the fact that all research ought to demonstrate how concepts in the study drive research and how concepts get developed during the study (Rescher, 2003). In order to justify what ought to be known and how we know (Crotty, 2003: 3), researcher ought to rely on epistemological assumptions. There are two main classes of assumptions that structure the level of representation of how we know and these are to use a theory or theoretical frameworks or conceptual framework (Jens-Erik, 2002). Epistemology is 'a way of understanding and explaining how we know what we know. In this study, the researcher has opted to use the theory of bounded rationality. Bounded rationality is the idea that rationality is limited when individuals make decisions, and under these limitations, rational individuals will select a decision that is satisfactory rather than optimal (Guillermo and Fernand, 2010; Sent, 2017). In this study, the researcher posits that the MSME chooses (a) marketing element(s) (traditional or conventional) desiring to attain a function with the ultimate aim of enhancing performance. The theory applies at a cognitive level to select what marketing tool and marketing function (as a marketing strategy) will enhance sales growth. The assumption is that humans do not undertake a full cost-benefit analysis to determine the optimal decision,

but rather, choose an option that fulfills their adequacy criteria. In this case, what marketing strategies would be adequate to enhance sales growth?

The concept of bounded rationality complements "rationality as optimization", which views decision-making as a fully rational process of finding an optimal choice given the information available (Gerd and Renard, 2002). Therefore, bounded rationality can be said to address the discrepancy between the assumed perfect rationality of human behaviour (which is utilised by other economics theories), and the reality of human cognition.

In this study, a conceptual framework has been developed to examine the influence of marketing strategies on the performance in particular the sales growth of the MSMEs. The conceptual foundation of this study is anchored on what the reviewed literature points out as predictors of MSME performance as depicted below drawn from sections 2.6, 2.7 and 2.10. The study has assessed fourteen (14) independent variables and one dependent variable as depicted in the conceptual framework. The marketing functions of marketing strategies have been used as mediating variables. The conceptual model (See Figure 1) depicts the influence of the independent variables (marketing strategies) on the MSME performance expressed as sales growth.

The main hypothesis being advanced in this study as shown in the conceptual model below is: ***H₀***: Marketing strategies have no influence on MSME performance (sales growth).

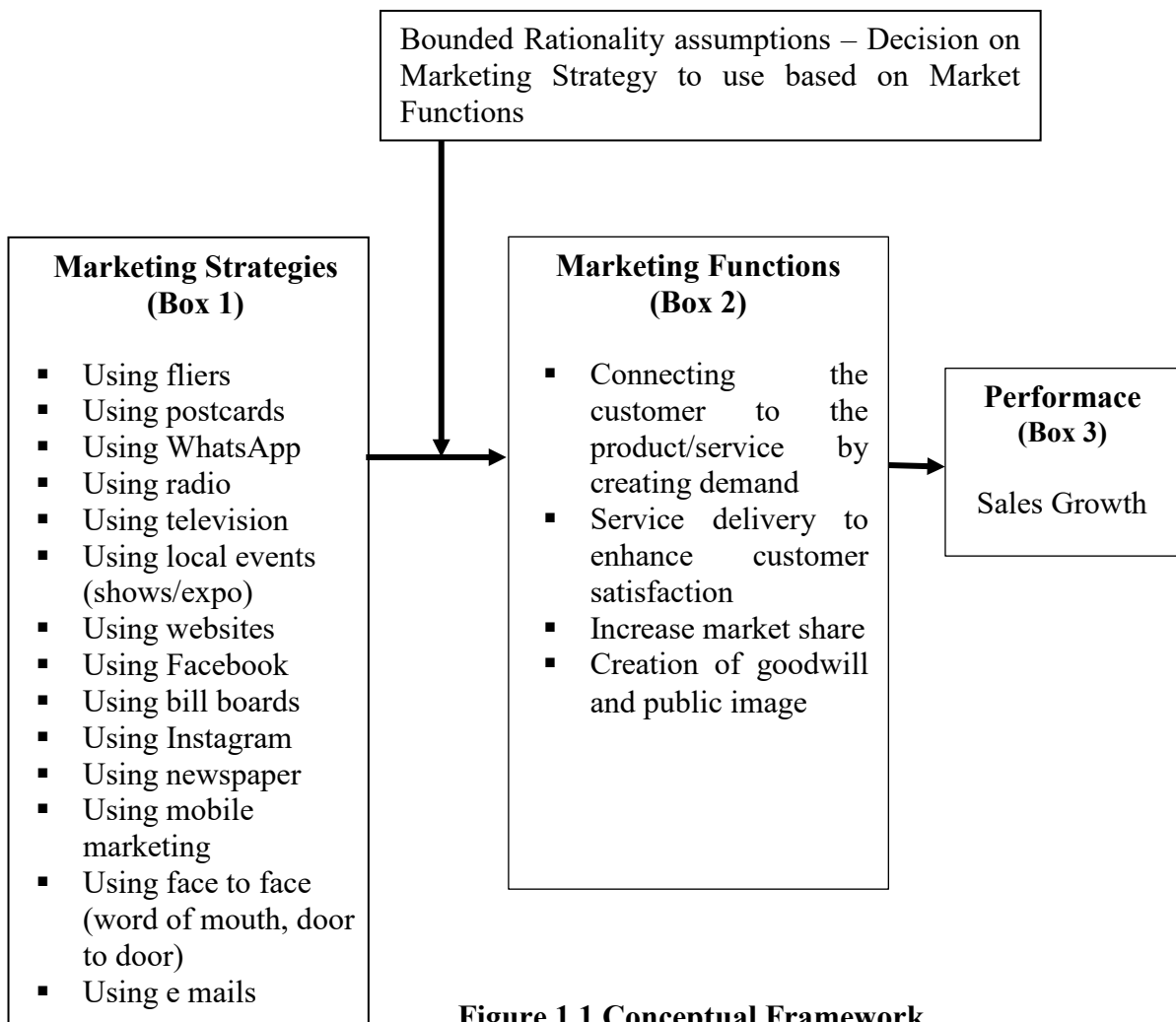


Figure 1.1 Conceptual Framework

1.10 Definition of Key Terms

Strategy

A strategy describes how the ends (goals) will be achieved by the preferred means (resources) (Luca, 2020).

Marketing strategies

The American Marketing Association (2014) defines marketing as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” Therefore,

marketing strategies are methods or tools by which MMSEs attempt to reach target markets to pursue their marketing objectives (Brassington and Pettitt, 2007, Goi, 2005).

Firm Performance

Firm performance can be defined and measured in terms of: profitability, sales growth, market value, total return on shareholder, economic value added, customer satisfaction, based on the stakeholders expectations (Carroll, 2004).

Sales Growth

This is increase in firm's sales over a particular period. It refers to how much sales a firm records in its normal business operations (Fakha and Saed, 2014). Consistently improving sales volume remains a top priority among business firms of today that is why firms have long devised strategic and tactical ways to enhance their sales volumes through the formulation and execution of marketing strategies.

1.11 Outline of the Thesis

This thesis is structured into six chapters. The first chapter discusses the general background to the study, the problem statement, the research questions, objectives, significance of the study, scope and delimitation of the study, theoretical and conceptual framework, and definition of key terms and summary of the chapter. Chapter two is the literature review. The chapter deals with earlier studies in the area of marketing strategies and performance of the MSMEs from the following; global, regional and Zambia. The chapter also discusses the underlying theory/theories that are unique to the area of study. Chapter three focuses on how the study was carried out. It explains the research paradigm, research design, target population, sample size, data collection tools, data analysis, reliability of study, validity and ethical consideration. Chapter four presents the finding from the collected data. Chapter Five provides a discussion of the research findings. The research findings discussed answer the research questions that were raised in chapter one. Chapter six provides the conclusion and recommendations of the study.

1.12 Chapter Summary

Chapter one has provided the background to the study by discussing the MSMEs, marketing strategies and firm performance. The chapter also introduced the problem to the study through various sub-headings such as; the problem statement, research objectives and research questions, significance of the study, scope and delimitation of the study, definition of key terms, organization of the study and the summary of the chapter. In the next chapter, the researcher will focus on the literature review to understand what other researchers have said about the subject at hand and discuss the theoretical & conceptual framework.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter gives a comprehensive review and analysis of various pieces of literature related to the study from global, regional and Zambia as a country. This is by exploring the developmental trends of the MSMEs' marketing strategies and their influence on performance. Having understood the problem, it is important to appreciate what other scholars have raised on the subject of marketing strategies and MSMEs performance. The chapter provides an interrogation of the strength and weakness of the reviewed literature, measurement of performance and the theoretical framework. The chapter also covers factors influencing the adoption of the marketing strategies. The aforementioned is preceded by the brief background of the MSMEs in Zambia, definitions of MSMEs, situation analysis of MSMEs in Zambia and their role towards economic development. The chapter concludes with a summary.

2.2 Brief Background of the MSMEs in Zambia

Since the early 1970s, Zambia's growth strategy was anchored on parastatal led large scale enterprise promotion in all sectors of the economy (MCTI, 2007). This means that the country had no legal framework or policy on the private sector development in particular the MSMEs which made it difficult for any MSME to thrive. Additionally, the high copper price during that time also contributed to the failure by government to promote the MSME sector as it was viewed as unnecessary venture. Furthermore, the existence of public sector led economic growth model excluded many Zambians from participating in business activities as they feared their businesses to be nationalized in an event that they grew big.

However, in 1975 when the price of copper went down together with soaring of the oil price, the performance of economy became bad. It was during time that the government had to find an alternative way of sustaining the economy. Thus, in 1981 the government began to initiate policies targeted at promoting MSMEs resulting into the establishment of the Small Industries Development (SID) Act of 1981 (Chisala, 2008). The Small Industries Development Act of 1981 was meant to enhance and accelerate the development and growth

of the MSMEs in the Country. To support the SID Act of 1981, provisions were made in the Fourth National Development Plan of 1989 to provide infrastructure for operations of MSMEs, promote access to credit by MSMEs with growth potential and to improve production capacities of MSMEs with the view to increase incomes and employment (MCTT, 2007). Furthermore, in an effort to give more support towards the MSME sector, the government established the Industrial Commercial and Trade Policy in 1994 with the following pronouncements:

- i. Government considers the development of small scale enterprises as an important component of its industrial and commercial policy. Its aim is to devise a strategy, with the participation of the private sector and encourage the growth of small- scale enterprises;
- ii. Government will encourage local governments to review their infrastructure services and licensing regulations so as to support small enterprises;
- iii. Government will provide legislation and incentives that promote the rapid growth of the sector;
- iv. Government will decentralize business registration to enable the sector to operate efficiently and have access to incentives, and
- v. Government will set out to review and harmonize all existing laws and regulations with a view to identifying and removing impediments to the operations of the sector.

Though the government had put in place policies to support the operation of the MSMEs, the sector still faced challenges. In this regard, the government further established the Small Enterprises Development (SED) Act of 1996 as a successor to Small Industries Development Act of 1981 (MCTI, 2007). The development of the SED Act of 1996 was meant to enhance the development of the MSME sector by giving incentives such as tax exemption for the first three to five years of operation, manufacturing enterprise to operate without manufacturing license in the first five years of establishment and provide exempt for trading license for the businesses. The introduction of these policies and incentives by the government attracted many Zambians to venture into entrepreneurship. Furthermore, the privatization of mines also contributed to the development of the MSMEs sector in Zambia as many mines workers remained jobless, hence venturing into business as a way of sustaining their livelihood.

Currently, the government has continued to develop deliberate policies and national strategic initiatives aimed at increasing the contribution of MSMEs to economic growth and sustainable development. Some of these are the 8th National Development Plan 2022- 2026, National Finance Sector Development Policy (NFSDP, 2017), the National Financial Inclusion Strategy (NFIS, 2017- 2022) for well-developed competitive and inclusive, establishment of the Ministry of Small Medium Enterprise Development, and Ministry of Green Economy and Environment in 2021 to support the MSMEs growth.

2.3 Definition of MSMEs in Zambia

There is no universally accepted definition of MSMEs. Each country defines MSMEs in different way according to its economic position, among others (Chisala, 2008). According to Muriithi (2017), studies of 75 countries found that more than 75 definitions were used in the target countries. Further, Singh et al. (2008), posited that MSMEs are defined by a number of factors and criteria such as the location, size, age, structure, organization, number of employees, sales volume, worth of assets and ownership through innovation and technology. For instance, in Canada and United States of America businesses with less than 500 employees are referred to as MSMEs; in German MSMEs are those with maximum of 250 employees, while in Belgium it is those with less than 100 employees (Muriithi, 2017). Thus, an inference could be made that indeed there is no uniform accepted definition of MSMEs worldwide. In Zambia MSME is defined based on the following business variables: total fixed investment, sales turnover, number of employees and legal status (MCTI, 2007, NMSMEDP, 2023). The following is the definition of the MSMEs in Zambia.

2.3.1 Micro, Small and Medium Enterprises

The topology of MSMEs in Zambia has changed over time thereby creating the need for redefinition of the different categories of enterprises in the sector (MCTI, 2008). According to NMSMEDP (2023), the official Zambian definition of Enterprises in the MSME sector is as follows;

Micro Enterprises

A micro enterprise shall be any business enterprise registered with the Registrar of Companies; i) Whose total investment excluding land and buildings shall be between Two Hundred and Fifty Thousand and Five Million (K250,000 - K5 000,000) Kwacha. ii) Whose annual turnover shall be up to One Million (K1, 000, 000) Kwacha. iii) Employing up to ten (10) persons.

Small Enterprises

A small enterprise shall be any business enterprise registered with the Registrar of Companies; i) Whose total investment, excluding land and building shall be between Two Hundred and Fifty Thousand and One and Eight Million and Four Hundred Thousand (K250,001 – K8,400, 000) Kwacha. ii) Whose annual turnover shall be between One Million and one to Ten Million (K1000, 001- K10, 000, 000) Kwacha. iii) Employing between eleven and fifty (11- 50) persons.

Medium Enterprises

A medium enterprise shall be any business enterprise registered with the Registrar of companies; i) Whose total investment, excluding land and building, shall be between Five Million Two Hundred and Fifty Thousand and One to Forty Million (K5, 250, 001–K40, 000, 000) Kwacha. ii) Whose annual turnover shall be between Ten Million to Fifty Million (K10, 000,000 - K50, 000, 000) Kwacha.iii) Employing between fifty one (51-100) persons.

2.4 Situation Analysis of the MSMEs in Zambia

According to the MCTI (2007), the MSME sector in Zambia is characterized by business activities of enterprises engaged in traditional industrial sectors, primarily in the production of goods and services for domestic consumption. Additionally, most of their business activities are characterized by low use of technology and oriented towards local and less affluent market segments (MCTI, 2007). In terms of business sector segmentation, the MSME sector is segmented as follows; 70% in agriculture, 21% in retail and wholesale, 3% in manufacturing, 2% in service industries and 4% in others (Zambia Business Survey, 2010). This demonstrates that majority of the MSMEs are agriculture and followed by trade

(retail and whole). The service industry is the lowest with 2% of the MSMEs. In terms of Business ownership, 61.9 percent of MSME owners resided in urban areas compared to 38.1 percent in rural areas (Bank of Zambia, 2022). Further, the percentage of female owned MSMEs stands at 60.9 percent while of male owned MSMEs was at 39.1 percent (Bank of Zambia, 2022). In terms of sector category, MSMEs were divided as follows; 98.8 percent in micro, 1.0 percent as small and 0.2 percent in medium sized (Bank of Zambia, 2022), an indication that most of the MSMEs in Zambia are very small (micro).

2.5 The Role of MSMEs in Economic Development

It is an internationally recognized fact that MSMEs play an important role in the economic development of many countries (MCTI, 2008). According to Eniola et al. (2014), the sector plays an important role as a breeding ground for entrepreneurs and a provider of solutions to address the problems of unemployment, job creation, innovation and long-term economic development. Furthermore, Obi (2015) stated that MSMEs contribute to the Gross Domestic Product (GDP) of a country, thereby bringing an increase in the average standard of living for the people. The sector also encourages technical innovation, reduce the dependency of foreign goods and services by encouraging local production, and contribute to the effective distribution of goods and services in the entire economy as well as challenging the large establishments in their operations, such that they become more efficient and responsive to customers need. This means that MSMEs are central to wealth creation by stimulating demand for goods, investment and trade (GEM, 2006). The contribution of SMEs to the national development cannot be overemphasized. Ogechukwu (2001) also stated the following as some of the roles of the MSMEs;

- i. *Generation of employment for the citizenry*: Many unemployed people and youths have found employment in small scale industries. A lot of retail shops, cottage, restaurant, poultry farms, telecommunication and telephone shops have been established and managed profitably by people who would have been unemployed till date. The entrepreneurs have in turn, provided jobs for others who serve as support, technical and administrative staff for them.
- ii. *Encouragement of self-employment and entrepreneurship amongst youths both in rural and urban areas*: The spirit of successful entrepreneurship has taken over the minds of the people, who believe in themselves and in the goal of self- employment, rather than

relying on government jobs. Many people have created employment for themselves in the area of saloon and barbershop, carpentry, welding, retail shops and others.

- iii. *Establishment of man- power development support schemes.* Through the training and retraining of entrepreneurs, MSMEs have provided a pool of potential entrepreneurs and business people who are well equipped to start and successfully manage industries whether small or large. The successful business people in Zambia and elsewhere started as MSMEs, before the growth of their business into conglomerates.
- iv. *Rural development and the achievement of a meaningful level of broad economy.* MSMEs have helped to reduce the migration of people from rural to urban centers through creation of small scale industries in rural areas. This is enabled by establishment infrastructure facilities such as roads, communication (telephone, internet services), provision of electricity and water, hence reducing the much talked urban migration.
- v. *Dignity of labour:* MSMEs have uplifted the dignity of labour. There is a spirit of “me too”, “I can do it” attitude, people deriving joy in working for themselves and seeing their businesses grow to conglomerates.

Similarly, in Zambia the MSMEs have played a role towards satisfying the rising demands of goods and services. Further, they have supported the large firms with inputs and services, generation of revenue for government, innovation, and poverty and crime reduction, employment creation, growth and sustainable development. The sector also fosters competitiveness and helps in achieving a more equitable distribution of the benefits of economic growth, thus alleviating problems associated with uneven income distribution (MCTI, 2008). Additionally, the MSME sector encourages technical innovation, reduce the dependency of foreign goods and services by encouraging local production, and contribute to the effective distribution of goods and services in the entire economy. Further, they play a role of challenging the large establishments in their operations, such that they become more efficient and responsive to customers need.

2.6 Marketing and Marketing Strategies

Marketing has been described by the American Marketing Association (2014) as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Further, the Chartered Institute of Marketing (CIM, 2007) declares marketing as “the strategic function

that creates value by stimulating, facilitating and fulfilling customer demand. It does this by building brands, nurturing innovation, developing relationships, creating good customer service and communication benefits” (as cited in Jackson, 2013: 37). According to Thomson and Baden-Fuller (2010), a strategy is the discipline that seeks to explain why organizations do what they do, and how they can be changed to achieve a purpose such as making profits or survive. The effectiveness of the strategic function determines the success or failure of an organization’s approach to the marketing of its goods and services. Li and Calantone (2000) state that there are various definitions of marketing strategy in the literature and such definitions reveal diverse perspectives. However, the unanimity is that marketing strategy provides the means for channeling the resources of an organization to achieve its set goals and objectives. Goi (2005) defines market strategy as a set of the marketing tools that firms use to pursue their marketing objectives in the target market. Brassington and Pettitt (2007) pointed out that marketing strategy is a means by which firms set out to achieve their marketing objectives. It is a method of focusing an organization's energies and resources on a course of action, which can lead to increased sales and dominance in a targeted market (Pai and Sadeeq, 2011). The aim of the development of an organization’s marketing strategy is to establish, build, defend and maintain its competitive advantage (Owomoyela et al., 2013). Adewale et al. (2013) see marketing strategy as a way of providing quality product that satisfies customer needs, offering affordable price and engaging in wider distribution and back it up with effective promotion strategy. Thus, marketing strategy plays an important part in any organization, large or small, as without it producers and consumers would not be able to find one another (Salehi et al., 2012: 385). More specifically, through marketing, businesses achieve success by determining and satisfying the aspirations, needs and wants of their targeted consumers (Walsh and Lipinski, 2009: 569). In the current competitive business environment, marketing can be seen as a matrix of business activities or strategies organised to plan, produce, price, promote, distribute goods, service, and ideas for the satisfaction of relevant customers and clients. In order to carry out these activities, a firm ought to employ marketing strategies.

Marketing strategy is different from marketing. Marketing strategy are methods by which firms attempt to reach target markets (Išoraitė, 2009). Marketing strategy is more actively related with the external environment than the internal environment (Baker, 1992; Fifield, 1992; Wilson, et al., 1992). However, it is integrated with internal resources and strengths in order to achieve its competitiveness and capability in the market place. Marketing strategy

comprises the broad principles by which marketing management expects to achieve its business and marketing objectives in a target market. It consists of basic decisions on marketing expenditures, the marketing mix, and marketing allocation (Kotler, 1991: 68). Consequently, it is in relation to the characteristics of resource availability, competition, consumer demand, cultural environment, government regulation, and technology.

In selecting a marketing strategy, firms specify their crucial choices concerning products, markets, marketing activities and marketing resources in the creation, communication and/or delivery of products that offer value to customers in exchange with the organization and thereby enables the organization to achieve specific objectives (Dalrymple, 2004). These activities are about how the firm will create and capture value over long periods of time (Resnick et al., 2016, Varadarajan and Satish, 1999, 2010). Marketing strategies are business activities that constitute one of the key functional strategies that Small and Medium Enterprises (MSMEs) also like larger firms adopt to enhance performance (Kotler, 2007; Subrahmanya et al., 2010; Verhees and Meulenber, 2004). In the literature, various classifications of marketing strategies have been provided. The choice of the marketing strategy that a firm tends to select is based on the evaluation of the environment the objectives of a firm, its size, business knowledge of the owners and available funds. However, what should be noted critically is that while researchers have looked at various variables as marketing strategies, the selected marketing strategy variables for MSME assessment are far from the recommended ones in the literature (Marketing-schools.org, 2012; Salehi et al., 2012; Seriously Simple Marketing, 2015). It is generally believed that MSMEs do not behave in the same way as large organizations (Culkin and Smith, 2000; Fillis, 2007; particularly in relation to responding to the dynamic business environment (Hill, 2001, O'Dwyer et al., 2009), experiencing resource constraints (Walsh and Lipinski, 2009), organization is structure (Culkin and Smith, 2000), management as well marketing styles adopted (Boohene et al., 2008). The fundamental difference however is that the presence of the owner-managers are apparent in the business as they are responsible for both the ownership and managerial functions (Dobbs and Hamilton, 2007; Omerzel and Antončič, 2008). Therefore, some of these marketing strategies that have been used by large scale enterprises, may not be appropriate for the MSMEs. For instance, marketing mix variables such as product, price, place, promotion, people, process and physical evidence which have been used by the large scale enterprises may not be appropriate for the MSMEs. Further, there have been debates as to whether the marketing 'mix do' necessarily form the marketing strategies other than being

elements or components of marketing strategies. In this regard, the appropriate marketing strategies for the MSMEs are assumed to fall under two domains and these are traditional and digital or non-traditional strategies (Dzisi and Oforu, 2014; Waithaka et al., 2014). Thus, this study adopts traditional and digital marketing strategies as study variables.

2.6.1 Traditional Marketing Strategies

Traditional marketing aims to serve customers by letting them change their perception about the service provider or the service or the product. It does serve customers as quickly as possible (Durmaz and Efendioglu, 2016). According to Katz (2008), traditional marketing has a more visually appealing, nostalgic and more creditable aspect. Blackwell (2006) states that the term traditional marketing is used due to the fact that new modes of marketing like e-marketing and online marketing have evolved. What is profound about traditional marketing is that firms attempt to make the public and not an individual aware of the product or service they have for sale (McCauley, 2013).

Taherdoost and Jalalivoon (2014) state that traditional marketing strategies refer business cards, magazines, newspapers, fliers, posters, commercials on television as well as brochures and billboard. In addition, literature categorises the traditional marketing strategies under the following five categories; a) Print (Newspaper and Magazine), Broadcast (Radio, Television), Direct measures (postcards, brochures, letters, fliers, Door - to - door and word - of - mouth, Discount Sales, through Face to face (word of mouth, door to door meetings, phone calls, events, direct selling), Tradeshow - Trade fairs and Exhibitions and Promotions) and Telemarketing (Dahlén and Edeni, 2007; Karlöf and Karlöf, 2007; Kotler, 2005; Marketing-schools.org, 2012; Ochani, 2020; Perreault et al 2013; Seriously simple marketing, 2015). Therefore, in this study, traditional marketing strategies refer to these five categories and are being discussed in detail as presented below.

2.6.1.1 Print Media Marketing Strategy

Print media is a kind of mass communication that creates and disseminates news and information through printed publications. This marketing strategy plays a very dynamic role for changing the consumer's buying behaviour. The strategy is considered as informative advertising which heavily influences by introducing new products and services on the market

for attraction of more consumers (Chaudhry et al., 2017). Once used appropriately, the strategy helps to identify the characteristic of products and brands leading into fulfillment of the customer's needs (Pennock and Lawrence, 2001). Further, print media marketing strategy helps to bring the product's image to the minds of the customers. Thus, attracting existing and new customers again and again for the product, pass favourable information to other people about durability, reliability, quality of brands and their availability in the market (Chaudhry et al., 2017). The importance of bringing the brand image to the mind of the customer is that, brand image always changes consumer's behaviour, attitude and mind set (Beverland et al., 2007). According to Cant and Wiid (2016), the following are some of the commonly used print media marketing strategies; newspapers, brochures, billboards, magazines, newsletters, postcards, fliers and catalogues.

2.6.1.2 Broadcast Marketing Strategy

Broadcasting is the distribution of audio or video content to a dispersed audience via any electronic mass communications media. It involves instant dissemination of information through wireless means to the public at large. The radio and television are the twin broadcast media, which have established themselves all over the world, where the former transmits sound and the latter moving pictures and sound (Cant and Wiid, 2016).

In the recent past, the word broadcasting has acquired a broader connotation to include data broadcasting (transmission of computerized data through wired/wireless means), internet broadcasting. Further, the field of broadcasting has included both government managed and private managed service stations. Thus, availability of these broadcasting services has enabled MSMEs to market their products and services to target customers. For instance, the MSMEs are able to advertise their products in local language using community stations. This helps the MSMEs reach out particular target customers. However, in this study broadcasting marketing strategy refers to only the use of radio and television.

2.6.1.3 Local Events Marketing Strategy

In modern realities, in pursuit of clients, companies form concepts of doing business that attract new customers and at the same time maintain the loyalty of the existing customers (Sharafutdinova et al., 2020). Thus, in today societies, events are increasingly used as a means to achieve a variety of goals, such as increased attraction to a place, increased number

of visitors, increased economic impacts and attract attention in form of publicity (Jutbring, 2017). Events are capable of organizing attention and frame places, objects and people (Richards, 2013); meaning, events generate publicity (Jutbring, 2017). The event context offers opportunities to explore how publicity can be leveraged for social marketing purposes (Jutbring, 2017). This strategy provides businesses opportunity to create strong connection and interaction with the prospective customers. These events can be in a form of shows, exhibitions, and conferences, seminars, sports, performances and social gatherings (Damm, 2011).

In the event marketing strategy, a business takes advantage of the local business events such as agriculture shows and business exhibitions liketrade fair. According to Queensland Government (2017), promoting a business at trade shows and exhibitions can be a rewarding experience for small business owners. A trade show is an event where goods and services in a specific industry are exhibited and demonstrated to other businesses, while an exhibition is the similar except that the audience is normally the general public (Queensland Government, 2017). Trade shows and exhibitions can be excellent ways to promote the business products and services. Further, they both provide a platform for businesses to network with other industry members and grow their customer base (Queensland Government, 2017). However, for these marketing tools to work well, businesses have to undertake a careful planning research on the type of the event that is taking place as well as the type of audience to attend the event. The business also has to ensure that other strategies such as public relations, telemarketing, online communications, research and personal selling are in place to make the event strategy effective. In event marketing, businesses attract visitors through visual displays that clearly promote product or service on their stands. Further, businesses also ensure that they engage their visitors, make eye contact and a smile, and that sales personnel are not too pushy or overbearing with visitors (Queensland Government, 2017). In essence, the event strategy is aimed at the emotional affection of the potential customers to the brand. Publicity is assumed to raise awareness and influence the behaviours of the actors that shape societal structures (Gordon, 2013). Thus, its effectiveness is assessed through change in customer attitude towards the brand and product (Sharafutdinova et al., 2020).

2.6.1.4 Telemarketing Marketing Strategy

The merging of computer and telephone technologies has provided consumers with a way of buying products and services called telemarketing (Golodner, 1991). Telemarketing or popularly known as tele calling is a method of direct marketing in which a salesperson solicits prospective customers to buy products or services over the phone and takes an appointment for face to face (word of mouth, door to door meeting or sometimes sells over the phone if business is online (Ochani, 2020). The businesses contacts customers by phone in order to make product or service offers. The business may use either their own sales staff or outsource from specialist call Centre services. Various types of telemarketing such as cold-calling (calling someone for the first time and without their permission to generate a new lead), warm-calling (a cold call that uses 'warm' communication techniques designed to create a rapport, or a call made to follow-up on an initially positive response), follow-ups (calls designed to turn a lead into a prospect, renew contact with a lapsed customer, thank a customer for their support or check customer satisfaction) are used by businesses to reach their target customers.

Further, telemarketing can be either solicited (calls made by consumers responding to advertisements or catalogs) or unsolicited (calls made by telemarketers to consumers). Ochani, (2020) posited that telemarketing provides benefits such as an interactive and personal sales service, build better rapport with prospective buyers even before meeting them, help in explaining technical issues more clearly, generate leads and appointments which help to increase the chances of conversions, increase sales territory by reaching more customers, and reach out new and existing clients. Generally, telemarketing strategy provides an avenue for a convenient way to sell and purchase products and services (Koonce and Maudin, 1995).

2.6.1.5 Face to face Marketing Strategy

Face to face commonly referred to word of mouth or door to door marketing strategy provides a good channel for communication between the seller and the buyer by offering direct contact between them (Waithaka et al., 2014). According to Joshi (2010), face to face marketing strategy is selling of product and services to the customers without using any intermediaries. The strategy ensures direct contact between the seller and the buyer such that

a customer understands better a product or service being sold (Waithaka et al., 2014). In face to face marketing strategy, businesses uses either the word of mouth or door to door to reach their target customers. According to Paiand Saddeq (2011), the word-of-mouth refers to the passing of information by verbal means, especially recommendations, and also general information in an informal, person-to-person manner and it is typically considered as face-to-face spoken communication. Helen (2010), stated that word of mouth is seen as one of the most influential ways of promotion, it suits well with limited resources and it supports slow build-up of customers. On the other hand, door to door marketing involves selling of goods and services to customers away from the normal retail premises, usually in their homes or place of work, and transactions are initiated by a salesperson (Berry, 1997). The sales personnel move from one place to another in search of the existing or potential customers. The sales personnel would visit customers to their place of work or home without prior appointment. In the essence door to door is the art of approaching someone professionally, openly and meaningfully, with a sensible preposition to persuade the customer to buy the product or service (Vaja and Kumavat, 2012).

Therefore, despite the emergency of new forms of marketing strategies such e- marketing, many businesses still make use of the above traditional marketing strategies to promote their merchandise, especially the MSMEs. These businesses use these strategies due to limited marketing budgets and knowledge of the various digital marketing strategies (Marketing-schools.org, 2012; Perreault et al., 2013). However, literature has also shown that marketing in traditional sense is expensive and most newly started business often lack resources to market their products and services. The constraints indicate that MSMEs get more affected than large enterprises in terms of operations (Chaffey and Smith, 2014; Perreault et al., 2013). The summary of Traditional marketing strategies is shown in Table 2.1 below.

Table 2.1 Traditional Marketing Strategies

Study	Type of Marketing Strategies
Marketing-schools.org, 2012; Seriously simple marketing,2015; Ochani, 2020	Print media, Broadcast media, Direct, mail and Telemarketing.
Blakeman, 2014; Katz, 2008; Ochani 2020; Salehi, 2012; Sledzik, 2014; Toma and Freitas, 2015.	Local events, coupons, Billboards, Direct mail/postcards, magazines, vehicle, Face to face, Newspaper advertising and Television.
Dahlén and Edenius, (2007) Gibson and Neilson, 2000;Getz,2012; Karlöf and Karlöf, 2007 Bhayani and Vachhani, (2018)	TV, Radio, Print. TV, advertising on billboards and posters. Television, Radio, Newspapers Magazines, Direct Mail, Trade Shows
Malesev and Cherry, (2021)	TV, Radio, Newspaper, Magazines, Directories, Cinema, Outdoor.

2.6.2 Non-traditional (Digital) marketing strategies

The world is constantly changing and the field of marketing among MSMEs needs to adapt with the changing conditions in the environment (Kotler, 2005). Recent studies and marketing surveys on MSMEs in the West show that traditional marketing may not be appropriate as they have lost their former glory in today's over-communicated society. In a world of competition among firms and information overload, marketing now has shifted to focus more on better way of reaching out the customers. Thus, the growth of the Internet has opened up a vast arena, providing more opportunities for businesses, particularly the Micro, Small and Medium-sized Enterprises (MSMEs) to sell their products and services to a larger audience than they would have been using the traditional methods (Olusegun et al., 2020). According to Jalang'o (2015) digital marketing strategies refers to marketing strategies that companies employ in order to advertise their products and services and improve the experience of their clients through digital channels. Rowley (2011) posited that digital marketing refers to the usage of digital channels such as the internet to promote, endorse and market a company's products or services. Nowadays businesses utilize these tools to promote their products digitally to a wider audience and increase their competitive edge. The application of digital marketing strategies allow businesses to target customers of specific age, social status, preferences and financial capabilities and reach them on time (Ng'ang'a,

2015). Further, Perreault et al. (2013) posited that digital marketing allows for a much stronger and in-depth analysis of customer relations management (CRM) that was not possible before the growth in non-traditional methods. Yasmin et al. (2015) stated that advantages of adoption of digital media in marketing have been explored in previous research studies. These benefits include updated information of products or services, greater engagement of customers, clear availability of information, easy to compare with competitors or service providers, online 24/7 shopping option availability, share content among interested participants or friends, pricing and, the option to purchase online instantly through digital devices and systems provided by firms. Chaffey and Smith (2014), stated that using a digital marketing strategy, a piece of content especially video, can be optimized such that remains a constant marketing piece which consumers can go back and refer to over time. Further, Crowther (2014) discussed how marketers in sporting events can use YouTube and Google AdWords for the longevity within a marketing communications message. Thus, digital marketing has become an important component of many organizations' marketing tool due to a rise in the amount of persons accessing the internet and the digitization of many aspects of day to day life such as shopping, education, government services and communication. Thus digital migration gives marketers and organizations access to a large pool of potential customers in diverse locations (Tuten, 2014), and companies are able leave their rivals behind since they gain the advantage of serving their customers quickly (Bulut et al., 2006).

In the literature, various digital marketing strategies such as social media, e-mail, websites, banner ads, blogs, you tube, mobile phone applications and Search Engine Optimization (SEO) have been provided (Jalang'o, 2015). However, this study covers the following digital marketing strategies;

2.6.2.1 E-mail Marketing Strategy

The Email marketing is increasingly recognized as an effective internet-marketing tool (Rettie, 2002). Marketing through the electronic mail is considered among the important tools of communication on the internet, due to the fact that most of clients are in permanent contact on the applications of electronic mail either on the handheld devices such as the mobile phone or office computer automation to stay informed on the electronic messages which they receive (Sabbagh, 2021). According to Elrod and Fortenberry (2020), email marketing is the use of electronic mail by firms to target specific groups of consumers and

present and promote products and services to them with the objective of informing, reminding, and leading them to make purchases. In this kind of marketing, customers are contacted via e-mails to receive information about certain products and services (Korkmaz, 2002). The companies usually develop email marketing campaigns to attract new customers, persuading the existing customers to buy again, encourage customer loyalty, announce or remind about special offers or events etc. (Pantea and Pop, 2010).

Firms usually introduce themselves to the customers or potential clients by a way of sending e-mails to the clients (Blazheska et al., 2020). The email addresses are obtained from the customers or potential customers through platforms such registration requirements or buying from online marketers (Sunday et al., 2021), which later are used to prepare a mailing list based on unique customer preferences and patterns, and periodically send messages containing information of available products and services to customers on those mailing lists (Sunday et al., 2021). This has made email marketing become a very popular form of communication in business (Sunday et al., 2021). For instance, Sabbagh, (2021) stated that email marketing strategy is one of the effective ways to attract new customers by keeping in touch with existing ones and minimizing operating cost. As a dominant e-marketing tool, email marketing has the capacity to substantially improve the marketing performance of organizations across industries (Sunday et al., 2021). When used as part of a marketing strategy, email can quickly and easily share information with customers, can be used to gather marketing data; and it can be tailored to customers' needs and preferences (Kamarov and Anatoley, 2014). Further, Onyango (2016) study revealed that e-mail marketing had a strong correlation with the performance (revenue, market share, and profitability) of flower firms in Kenya. This finding is supported by Saleh (2020), who revealed that email marketing had a significant positive effect on performance of small and medium-sized family enterprises in Malaysia. Similarly, Njau and Karugu (2014), also revealed that email marketing had a significant positive association with the performance of SMEs in Kenya.

2.6.2.2 Social Network Marketing Strategy

In recent years, social media has become ubiquitous and most important for social networking, content sharing and online accessing (Nadaraja and Yazdanifard, 2013). According to Nadaraja and Yazdanifard (2013), the marketing which occurs via social media is known as social media marketing. Ibrahim and Ganeshbabu (2018) posited that Social

media marketing is the use of social media platforms and websites to promote a product or service. Katona and Sarvary (2014) view social network/media as the way in which people interact to create, share, and/or exchange information and ideas in virtual communications and networks. Social networking websites allow individuals, businesses and other organizations to interact with one another and build relationships and communities online (Ibrahim and Ganeshbabu, 2018). Examples of social media applications include blogs and micro blogs (such as Twitter), social networking sites (such as Myspace and Facebook), virtual worlds (such as Second Life), collaborative projects (such as Wikipedia), content community sites (such as YouTube, Flickr), and sites dedicated to feedback such online forums (Chan and Guillet, 2011; Mangold and Faulds, 2009).

Social media as marketing strategy has grown to a level of gaining recognition and pronounced paramount marketing factor guiding the success of a product/service/business (Hawkins and Vel, 2013). Nielsen (2011) stated that 70% of social media users are engaged in online shopping. This means that consumers easily get what they want just by sitting in front of computer screen and accessing online websites hence increasing the sales of a business. Additionally, Mangold and Faulds (2009) stated that social media enables firms to communicate with their customers and also allows customers to communicate with each other. Communications between firms and their customers help to build brand loyalty beyond traditional methods (De Vries et al., 2012; Jackson, 2011; Kaplan and Haenlein, 2010; Spors, 2008), which coincide to the promotion of products and services as well as the setting up of online communities of brand followers (Kaplan and Haenlein, 2010). Furthermore, conversations between customers provide firms with new means of increasing brand awareness, brand recognition, and brand recall (Gunelius, 2011). Thus, MSMEs achieve competitive advantage by providing better customer value while focusing on price concepts (Fung, 2014).

According to Choedon and Lee (2020), recent reports indicate that the value of social media marketing worldwide reaches billions (USD), a demonstration that social media has become an indispensable part of today's marketing landscape (Keller and Fay, 2012; Liu et al., 2018). In this regard, marketers are beginning to understand the use of social media as a component in their marketing strategies and campaigns to reach out to customers (Nadaraja and Yazdanifard, 2013). Due to its reliability, consistency and instantaneous features, social media opens a wide place for businesses such as online marketing (Nadaraja and Yazdanifard,

2013). E-Marketer (2013) states that firms have increasingly adopted social media for various marketing activities such as branding, market research, customer relationship management, service provision, and sales promotion.

In the context of this study, social media marketing is the adoption and use of social media platforms and networks (such as Facebook, WhatsApp, Twitter, and Instagram) by SMEs to market their products and services.

2.6.2.3 Mobile Marketing Strategy

Mobile marketing has been considered a new form of marketing and provides new opportunities for companies to do businesses (Thomas, 2017). The literature provides various definitions of mobile marketing strategies. However, these definitions all lead to the use of a mobile device connected to the internet. For instance, the Mobile Marketing Association (MMA, 2008) defines mobile marketing as a set of practices that enables organizations to communicate and engage with their audience in an interactive and relevant manner through any network or mobile device. Similarly, Shankar and Balasubramanian (2009) defined mobile marketing as communication and promotion of double or multiple pathways between a company and its customers using a medium, device or mobile technology. Furthermore, Scharl et al. (2005) defined mobile marketing as the use of a wireless means to provide consumers personalized information in real time, sensitive to geographical location, which seeks to promote a good service or idea by bringing benefits to all stakeholders. Kaplan (2012) defined mobile marketing as any marketing activity carried out through a ubiquitous network to which consumers are connected constantly using a personal mobile device. Haghirian and Madlberger (2005) stated that mobile marketing is the usage of interactive wireless media such as cellular phones and pagers, cordless telephones, personal digital assistants, two-way radios, baby crib monitors, wireless networking systems, global positioning system (GPS) based locators and maps to transmit and advertise messages to consumers in form of time and location sensitive, personalized information with the overall goal to promote goods and services.

Therefore, mobile marketing strategy provides customers with time and location sensitive, personalized information that promotes goods, services and ideas (Altuna and Konuk (2009). According to Robayo et al. (2017), mobile marketing can be a “Push” or a “Pull.” A push

(impulse communication) which is initiated by the company, while a pull communication being the one initiated by the consumer (Robayo et al., 2017).

For a mobile marketing to be effectively implemented, businesses use the electronic mobile devices. Shankar et al., (2010) stated that there is an explosion worldwide in the use of handheld electronic communication devices, such as mobile phones, digital music players, and handheld internet access devices. Further, Dushinski (2009), stated that mobile devices includes different kind of mobile phones, smart phone devices, personal data assistant devices, tablet PC and even play station portable because users can connect through it by Wi-Fi technology and surf the Internet, either at home or outside. These devices are not just mobile phones whose main purpose is just making calls but also have embedded special functions like reading the newspapers, display of geographic maps, camera, radio, e-store, and TV function. (Arnold and Becker, 2010). Thus, the huge number of adopters of these devices and of the related services indicate a growing mass audience for mobile electronic communication and promotion, an emerging mobile lifestyle, a popular channel for delivering mobile electronic services, and a mass market for executing mobile transactions (Shankar et al., 2010). The mobility and the personal nature of the mobile devices distinguish them from other electronic devices such as the television (TV) and the personal computer (PC) as well as other channels with important implications for businesses (Shankar et al., 2010).

To properly understand what constitutes the mobile devices, the literature proposes four characteristics of the mobile marketing devices.

1. *Ubiquity*: This refers to the ability of users to receive information and carry out transactions wherever they are and at any time they require it (Clarke, 2001).
2. *Personalization*: The mobile phone is a very personal device and is rarely used by someone other than its possessor (Bauer et al., 2005). It also provides personal information through its Subscriber Identification Module (SIM), which is very valuable for marketing teams (Junglas and Watson, 2003).
3. *Two way communication*: This is a key feature for potential applications in marketing. These devices allow more than any other tool, the possibility of establishing permanent connectivity with users (Schierholz et al., 2007).
4. *Location*: It consists of the ability to identify a user's geographical location through the location of their device (Clarke, 2001). This feature is based on the use of

geographic localization technologies, among which is the global positioning system known as GPS. With the application of this technology, marketers are now able to geographically focus products or services on a segment of potential customers (Robayo et al., 2017).

In the use of mobile marketing strategy, communication to the audience is delivered in the form of text, audio, or video. Within audio, the primary components are voice conversations and music while in visual, the main components are text, data, picture, and video (Shankar et al., 2010). In this regard, mobile devices have been considered as one of the optimal options for communicating marketing information due to being cost effective and providing easy access to the target segmentation of consumers. Further, most of customers carry their mobile phones/devices nearly 24 hours per day (Thomas, 2017). Strom, et al. (2014), stated that users perceived mobile devices as enjoyable and timely, recognizing their three primary benefits: convenience (flexibility in terms of time and location), companionship and efficiency compared to the PC. Blazheska et al. (2020) also added on that consumers devote a large portion of their time on smart phones, which is a very important benefit of using mobile phones. Thus, the use of mobile marketing in today's world is said to be effective as it reaches more end customers (Nicolaas, 2016; Thomas, 2017), as most consumers seem to have a bright view of mobile advertising (Bauer et al., 2005).

2.6.2.4 Search Engine Marketing Strategy

Search for engine is another type of digital or non- traditional marketing strategy which aims at providing the top position of the search engine results. It includes three main techniques namely; Search engine optimization (SEO), Pay per Click (PPC) and trusted feeds which includes paid-for inclusion. These elements of search engine marketing help companies to amplify and raise their visibility on the search engine as well as spread their names to several populaces (McKinney et al., 2002). The purpose of Search Engine Optimization (SEO) is to bring together the target audience and the web page through search engines (Durmaz and Efendioglu, 2016). According to Durmaz and Efendioglu (2016), majority of the search engine income is met via SEO in online advertisement sector. Therefore, investments in optimization provide companies with quick profitability, and attaining the position on the top of the list (Xing and Ain, 2006). However, in a type of search engine system known as Pay per Click (PPC), the operation is in such a way that a firm pays a fee to have its website

on the search engine result page (SERP). Thereafter, a firm only makes a payment when their ads are clicked and the users are directed to their pages. The logic is to pay money per click when someone types in specific keywords or phrases to the search engine. The PPC advertising model is popular among platforms such as Google, Facebook, Amazon and Twitter.

2.6.2.5 Website Marketing Strategy

According to Obednikovska et al. (2019), a website is a tool by which the virtual company is realizing the goal of its marketing strategy and all activities which are part of it. A Website can be viewed as the delivery mechanism for a collection of services that facilitate various tasks a customer needs to perform in the overall purchase cycle (Saeed et al., 2003). Chris, (2021) stated that a website is a great marketing tool as it represents a business on the Internet and is one of the most important digital marketing channels a business would use to get more traffic or make more sales. Every business that wants to succeed online needs to have a clearly defined website marketing strategy. This is no longer optional but a must-have for businessmen and women who want to survive in the highly competitive online market (Chris, 2021). Further, Obednikovska et al. (2019) stated that every person who visits the company website is looking for a solution to a certain issue. Thus, the website must be functional, informative, use simple navigation, make shopping easy for customers, and keep them up to date (Lewes, 2010). In a study by Saeed et al., (2003), it revealed that Companies which provide a superior shopping experience by developing Website features that cater to the consumer's purchase-related task requirements enhanced the overall value consumers derive from their purchases. This can induce purchases and also lead to customer retention (Saeed et al., 2003). Further, promoting the website with specific features solely or in conjunction with other types of messages can be an effective advertising strategy to attract customers and facilitate network effects (Saeed et al., 2003), which leads to increased sales and boost business performance (Saeed et al., 2003).

In this regard, companies can attract customers by promoting various features of the Web site or by conveying messages that focus on brand image, product assortment, competitive pricing, and customer service. For instance, Amazon boasts of being the largest bookstore in terms of number of product offerings, which is enhanced by the various features of the

website. The summary of Digital or Non-Traditional marketing strategies is shown in Table 2.2 below.

Table 2.2 Non-traditional (Digital) Marketing Strategies

Study	Type of Non-Traditional Marketing Strategies
Durmaz and Efendioglu, (2016)	E –mail marketing strategy, Social network marketing strategy (Facebook), Mobile marketing strategy, Search for engine marketing strategy, Websites marketing strategy.
Dzisi and Ofonsu, (2014)	Websites marketing strategy, E- mail marketing strategy, Social media (Facebook) marketing strategy.
Bhayani and Vachhani, (2018)	Search for engine marketing strategy, E-mail, Website, Social network marketing.
Schwarzl and Grabowska, (2015)	Search for engine marketing strategy, E-marketing, online marketing strategy (YouTube).
Malesev and Cherry, (2021), Saleh, (2020)	Website, E-mail marketing, Online business directories, Social media (Facebook).
Nuseir and Aljumah, (2020)	Online Advertising, Affiliate marketing, E-marketing, Social media marketing, SEO.

2.7 Measures of MSME Performance

The performance of the MSMEs has throughout the world been of great interest to, among others, development economists, entrepreneurs, government, venture capital firms, financial institutions and nongovernmental organizations (Eniola and Ektebang, 2014)). Measuring MSME performance in today’s economic environment is a critical issue for academic scholars and practicing managers (Taouab and Issor, 2019). This is because of the role the MSMEs play in economic development. Performance is the direct result of managing various economic resources and of their efficient use within operational, investment and financing activities (Burja, 2011). To optimize economic results, a special attention should be given to the proper grounding of managerial decisions. These should be based on complex information regarding the evolution of all types of activities within the company (Burja, 2011). In order for a company to run on a long-term performance way, it is needed to develop, implement and maintain strategies, measures and coherent policies from economic and financial point of view, resulted from a good knowing of internal and external specific conditions in which the firm acts. The qualities of managerial options depend by the ability of identifying those elements that productively used could lead to increasing of the results and performance. To reach this goal, most appropriate indicators that express the aspects

related to economic development and performance growth of a firm should be chosen among the relative performance indicators.

However, due to the absence of any operational definition of firm performance upon which the majority of scholars' consent, a significant problem in the measurement of performance outcomes of a firm has been to reach consensus on suitable measures of performance. Research in firm performance suffers from lack of consensus on suitable measure of performance, selection of indicators being based on convenience, personal perceptions with little consideration of its dimensionality (Combs et al., 2005; Crook et al., 2008; Richard et al., 2009). Criticism has been raised among the strategic business management for not giving this topic a high priority (Boyd et al., 2005) in that lack of agreement on measurement variables affects quantitative research quality and masks true relationships (Venkatraman and Grant, 1986). This is particularly critical in the case of firm performance, since performance is key variable in the field of strategic management (Rumelt et al., 1994), and a construct commonly used as the final dependent variable should accurately be measured (Cho and Pucik, 2005; Richard et al., 2009; Sila and Ebrahimpoor, 2005; Wiklund and Shepherd, 2003).

Despite the challenges and criticisms in the measuring firm performance, literature guides that if several dimensions exist, a researcher should choose the dimensions most relevant to his or her research and judge the outcomes of that choice (Richard et al., 2009). Furthermore, literature has guided that when measuring of MSMEs performance, subjective or objective approach could be used (Hakimpoor et al., 2012). This is due to problematic operations of the MSMEs where some may not be willing to share information relating to their business while some could have record keeping challenges. For instance, Garg et al. (2003) posited that most small firms are privately held, thus unlikely that the owners/managers would be willing to provide detailed data on the firm's performance. Thus, in such situations researchers could use either objective or subjective and the choice of the approach to be used depends on the availability of performance measurement data.

Furthermore, the literature provides various performance indicator variables both financial and non-financial such as profit figures (EBIT), growth of employment or turnover, employee morale, survival, market share, return on sales, return on assets, sales growth and customers satisfaction (Rubio and Aragon, 2009). Though a range of financial and non-financial indicators have been suggested as measures of performance, prior studies have

focused on variables for which information has been easy to gather (Cooper, 1995). Single or multiple variables have been used to measure performance. The choice is dependent on the availability of the data. For instance, several researchers have suggested growth as the most important performance measure in small firms, with growth being a more accurate and easily accessible performance indicator than accounting measures, and is considered superior to financial performance indicators (Wiklund, 1999). Similarly, Delmar et al. (2003) discussed the various performance measures and suggested that if only one indicator had to be chosen as a measure of firm performance, then the preferred measure of performance should be sales growth. This is because sales figures are relatively easy to obtain and reflect both short term and long-term changes in the firm. In addition, Barkham (1996) argued that sales growth is an indicator that is favoured by entrepreneurs themselves, as increasing sales would allow growth along other dimensions such as employees and assets (Delmar et al., 2003; Wiklund, 1999). Other arguments for using sales growth are based on the growth process being driven by demand for the firm's products and services. Further, some researchers argued that sales growth can subjectively be used to measure performance and proposed that researchers should use this measure due to the difficulty faced in obtaining the objective data like profit or ROI (Durham and Littrell, 2000; O'Reganand Ghobadian, 2004; Walker and Brown, 2004) or to overcome a problem when a sample contains a variety of industries (Allen and Helms, 2006).

Therefore, since there is no agreement on what constitute the variables to be used on performance of the MSMEs, this study opted to measure performance using sales growth (Daniel , 2018; Feng et al., 2017; Gaur and Kesavan, 2015; Gerba and Viswanadham, 2016; Haghghinasab et al., 2013; Lechner et al., 2016; Parida et al., 2016). Belo are some performance variables cited in the literature.

Table 2.3: Variables of MSME most used Performance Indicators

Author	Performance measures
Barkham et al., 1996; Daniel , 2018; Davidsson, 1989; Delmar et al, 2003; Feng, et al, 2017; Gartner, 1997; Gaur and Kesavan, 2015; Ghozali et al., 2018; Haghghinasab et al., 2013; Herri, 2011; Kimet al, 2016; Lechner et al.,2016; Parida et al., 2016; Wiklund, 1999.	Sales growth
Ardishvili et al., 1998; Becchetti and Trovato, 2002; Bert and Guariglia, 2015; Chandler and Baucus, 1996; Dhakecha, 2013; Daniel, 2018; Haghghinasab et al., 2013; 2013; Jackson, 2017; Lyons, 2013; Rostamkalaei and Freel, 2016; Vella and Foxall, 2011.	Market share
Cooper, 1995; Cowling, 2004; Daniel ,2018; Davidsson et al., 2002; Davis et al., 1996; Delmar et al., 2003; Hoy et al., 1992; Markman and Gartner, 2002; Norton, 2002; Stewart, 1991; Simons, 1999; Wiklund, 1999.	Profitability

The details of the most used variables are discussed below.

2.7.1 Sales Growth (Sales Volume)

Small business growth is a multidimensional concept that is not easy to seize and scholars have not found agreement on a single measure. Growth can be measured in many different ways such as growth of cash flow, net income, customer base, sales, employment, or market share (Murphy et al., 1996) and production growth rate (Afonso, 2016). The most commonly applied measures of small business growth (Gilbert et al., 2006; Wiklund and Shepherd, 2003; Wiklund et al., 2009) are firm size growth and sales growth. However, mixing these different dimensions creates ontological and methodological confusion. In accordance with Chandler et al. (2009), we suggest that firm size growth and sales growth are related. Sales growth is a strategic goal for small business owners whereas firm size growth is not a strategic goal.

The use of growth as a measure of firm performance is generally based on the belief that growth is a precursor to the attainment of sustainable competitive advantages and profitability (Daniel, 2018). The growth rate of sales play an important role in an innovative company performance (Daniel, 2018; Feng, et al, 2017; Gaur and Kesavan, 2015; Haghghinasab et al., 2013; Herri, 201; Kimet al, 2016). This is because sales remains the most significant factor that keeps firm running profitably (Fakha and Saed, 2014). Thus,

effective sales enhances the firm's cash flow in terms of revenue, profit levels, capital base, and the resources (human and material) required to operate the business effectively and efficiently (Avan and Maurice, 2013). The company's sales growth is basically influenced by internal and external factors. The internal factors are the factors that come within the company which can affect the performance of the company such as the decision to increase company's capital, the addition of labor, the determination of proportion of retained earnings, mergers, acquisitions, determination of debt for investment, managerial structure among others. The external factors are those outside the company's control such as; raw material prices, competitors' behavior, macroeconomic and political conditions, lending rates, business climate and market structure.

While growth has been considered the most important measure in small firms, it has also been argued that financial performance is multidimensional in nature and that measures such as financial performance and growth are different aspects of performance that need to be considered (Wiklund, 1999). It has also been argued that firms grow in many ways and that a firm's growth pattern is related to age, size and industry (Delmar et al, 2003). Delmar et al (2003) also pointed out that firm growth is not static in nature and there may be considerable variation in firm growth over time. As such, the dynamic nature of growth is an area worthy of investigation (Feng, et al., 2017; Lechner, et al, 2016; Parida, et al., 2016). In general, the results of previous research allow us to draw the conclusion that sales growth plays an important role in improving firm performance.

Further, in measure of firm performance using Sales growth, it allows the researcher to either use subjective or objective approach, depending on the availability of data. However, Subjective measures would be the preference to some researchers due to the difficulty in obtaining the objective data on performance variables such as profit or ROI (Durham and Littrell, 2000; O'Regan and Ghobadian, 2004b; Walker and Brown, 2004) or to overcome a problem when a sample contains a variety of industries (Allen and Helms, 2006).

2.7.2 Market Share

The marketing literature generally views market share as an indicator of the success of a firm's efforts to compete in a product-marketplace (Chaudhuri and Holbrook 2001; Varadarajan 2020). This is a portion of market controlled by an MSME operator in a particular industry (Haghighinasab et al., 2013). From this perspective, market share is an

outcome of a firm's marketing efforts including its advertising and promotion, product/service offering quality and price, channel and customer relationships, and selling activities (Farris et al., 2010). The determination of a market share of firm is done by taking the company's sales over a period and divided by total sales of the industry over the same period. Market share can also be expressed as a percentage of total sales volume in a market captured by a brand, product or company. Market share is said to be a key indicator of market competitiveness that is, how well a firm is doing against its competitors in industry.

Research has shown that marketing generates gains in market share and economic growth, when the company has been financially reinforced. The economic context which works as a discriminatory stimulus is fundamental for clarifying the effects of marketing on firm performance (Lyons, 2013). In a situation of economic growth, combined with prior reinforcement, the effect of marketing on firm performance is maximized. The enhancement is due to the greater number of pecuniary exchanges between companies and consumers as a whole in times of prosperity (Jackson, 2017), and because of the obtainment of prior financial reinforcers, the company tends to have more effective marketing in subsequent situations (Vella and Foxall, 2011, 2013). Firms that have achieved a large market share become more competitive (Dhakecha, 2013) and tend to maintain or increase it in subsequent years and end up getting profitable. Many firms use market share to set goals and monitor marketing performance, and market share has also been widely used in research examining marketing's performance impact (Farris et al. 2010; Katsikeas et al. 2016). As such, market share has been used in research as an independent variable and as a measure of firm performance. Among the studies that used market share; Bert and Guariglia (2015) found a positive relationship between market share and profitability. This relationship was significantly greater when the industry was highly concentrated. Edeling and Himme (2018) recent meta-analytic study reported a significant positive relationship between a firm's market share and its economic performance and identified contingencies affecting this relationship. Rostamkalaei and Freel (2016) also found a significant positive relationship between market share and profitability. The most common explanation as to why market share leads to higher profitability is that of the higher economies of scale and experience, and market power (Chen and Mintz, 2017; Cingano et al. 2016). Economies of scale provide larger firms with cost advantages (Lechner et al., 2016; Parida et al., 2016). However, most studies indicate that economies of scale dissipate at a small percentage of the market. Powell and Eddleston (2017) postulated the efficiency hypothesis as a possible explanation of the

market share effect. According to the efficiency hypothesis, market share is the consequence of efficiency rather than its cause. Differences in profitability among firms are due to higher efficiency. Efficient firms obtain large market share and earn high profits. Thus, firms offering products that offer customers greater value enjoy gains in market share. Better managed firms that have a competitive advantage grow faster than rival firms. Firms with superior skill and foresight gain market share through lower prices or through better products. Ali (2016); Tripathi and Kirti (2015) provide evidence that smaller-share competitors are equally or even more profitable than larger rivals.

In general, the results of previous research allow us to draw conclusion that market share plays an important role in improving firm performance.

2.7.3 Profitability

Profitability is another important measure of performance that must be considered. This is because profitability is a major objective of a firm (Nanda and Panda, 2018), and profitable firms tend to grow and survive in the long run (Dunne and Masenyetse, 2014; Lee, 2014). Moreover, profitable firms engage in innovative activities (Nunes et al., 2009; Odusanya et al., 2018) and contribute to macroeconomic objectives of employment, economic growth, and exchange rate stability (Arrighetti and Lasagni, 2013; Epstein et al., 2017; Lazar, 2016). Growth along this dimension can be considered in terms of net profit margins or return on assets. If we take the definition of entrepreneurship as the creation of rents through innovation (Stewart, 1991), where rents are defined as above average earnings relative to competitors (Norton, 2002), then profitability measures are particularly appealing. This also implies that economic success is required by high performance firms. Alternative views are given by Delmar et al (2003) who pointed out that while profits are an important indicator of success, the relationship of profits to firm size is only evident in aggregate of firms or over long periods for individual firms. Profit can also be seen as surplus remaining after total cost are deducted from total revenue and the basis on which tax is applied on. Profitability is the primary goal of all business ventures. Without profitability the business will not survive in the long run (Simons, 1999). Measuring current and past profitability and projecting future profitability is very important. Profitability is ability of a company to use its resources to generate revenues in excess of its expenses.

Profitability is reported on the income statement. Basically, the accrued net income is the profit a firm has generated for the fiscal period being reported. It is very important to use the accrued income and expense from the income statement to calculate profit. Profitability ratios are used to compare the performance or efficiency of a business to a set of established standards (or benchmarks) for the industry or sector, or by comparing one business against others (Baum and Wally, 2003; Bozec et al., 2010; Chari et al., 2012; Cho and Pucik, 2005; Combs et al., 2005). Thus, profitability looks at the relationship between the revenues and expenses to see how well a company is performing and the future potential growth a company might have. Profitability of firm can be expressed as net profit figure at the bottom the Statement of Income report. This is often the true sign of profitability because it shows external users the total amount of revenues that exceeded the expenses during the period. Secondly, profitability as an indicator can be through profit margins or gross margins, usually calculated and reported on the face of the income statement. These ratios measure how well the company is using its resources to generate profits (Abdullah et a., 2008; Cameron, 1986; Simerly and Li, 2000;; Steers, 1975).

2.8 Review of Marketing Strategies on Performance of MSMEs

This section examines how the two concepts have been applied in previous studies. The review is done at three levels Global level, Africa and Zambia. This general information about marketing strategies and performance of the MSMEs helped to create a foundation upon which study was anchored on.

2.8.1 Marketing Strategies on Performance of MSMEs at Global Level

The researcher reviewed the influence of marketing strategies on performance of the MSMEs at Global level. This was with regard to the following 9 countries; Australia, Bangladesh, Brazil, China, India, Indonesia, Malaysia, Sri Lanka and United Kingdom as contained below. These case studies were selected following a systematic review and they cover predictors of MSME performance.

2.8.1.1 Australia

Mort et al. (2008) carried out a study on entrepreneurial marketing, a study which sought to understand the process of entrepreneurial marketing among the global born firms. In the study, 9 global born firms were selected from three most populous states. These firms were drawn from hi-tech and low- tech industry sectors, including online businesses. The results of the study revealed four key entrepreneurial marketing strategies which are opportunity creation, customer intimacy based innovative products, resource enhancement and legitimacy. Conclusion of the study drawn was that these four entrepreneurial marketing contributed to the enhanced performance of the business. However, the research did not demonstrate the performance measurement variables, as the research did not bring out the variables that were used to measure performance. Further, the four marketing strategies which were used are not really the marketing strategies.

2.8.1.2 Bangladesh

In this study, Hoque and Awang (2016) conducted a research on impact of marketing strategies on MSMEs performance in Bangladesh. A descriptive survey research design and a sample size of 384 randomly drawn from registered MSMEs was used in the study. Primary data was collected through administering a close- end structured questionnaire. The findings of the study revealed that marketing strategy has a significant impact on performance of the MSMEs in Bangladesh. However, though the study revealed that marketing strategy has significant impact on MSMEs performance, the study did not categorically bring out the performance variables that were used as measure of performance. Further, the study did not indicate the marketing strategy variables which were used as predictors of performance.

2.8.1.3 Brazil

Finoti et al. (2009) studied the role of the marketing strategy process in the innovativeness – performance relationship of MSMEs in Brazil that belonged to the software sector. The software sector was chosen due to its likelihood of placing emphasis on both innovation and marketing strategy. In this study, data was collected through one-line survey with MSMEs

owners or marketing managers that were contacted through enterprise associations. The questionnaires were forwarded to the respondents via email. The results of the study indicated that innovativeness positively influence organization performance through marketing strategy process. However, the research found that the influence of innovation on organization performance could only happen through marketing strategy. This means that innovativeness cannot influence performance without marketing strategy. Therefore, such findings could raise debate among scholars as argument could be raised that innovation could still influence organization performance without the use of marketing strategy as a mediator. Thus, such advancements provide a good lesson to the researchers and who would be researchers. Further, the findings of this study demonstrate that the MSMEs who participated in this study were equipped with good technology which might not be the case with other MSMEs especially in developing countries where issues of technology have not advanced so much, giving a good lesson to MSME owners or managers on the need to invest in technology.

2.8.1.4 China

In Yan and Chew (2011) study, an investigation was carried out on how construction MSMEs in China competes for success via the use of marketing strategy. Three marketing strategy variables were looked at namely; competitive marketing strategy, relationship marketing strategy and business environment strategy. Further, in each of these marketing strategy variables, other sub-variables were factored in. The factored variables were; 1) under competitive marketing; marketing differentiation, innovation and focus; 2) under relationship marketing strategy; strategic alliance was factored, and 3) under business environment; environment dynamism and competitive pressure were the variables. Business performance was measured by sales growth and profit growth. The study revealed the importance of marketing differentiation and innovation and strategic alliance in achieving superior business performance. In other words, marketing differentiation, innovation and strategic alliance have a positive relationship with the overall performance. The study also revealed a negative relationship between competitive pressure and construction MSMEs performance.

Another study was conducted by Tang et al. (2007). The purpose of the study was to analyze marketing business performance of construction MSMEs in Tianjin, China. A large sample

of 11,000 MSMEs was used in this study. The study revealed that the current product focus, government policy, quality and availability of services, conducting regular market, firms, registered capital and employee number are not significant associated with business performance. Surprisingly, the results of this study revealed that the current product focus, government policy, quality and availability of services, conducting regular market, firms, registered capital and employee number are not significantly associated with business performance, contrary to other studies which showed a positive association. However, on differentiation marketing strategy, the results were similar to those of Yang and chew (2011) which revealed differentiation marketing strategy being positively related with performance. The limitation with this study is that it did not look at marketing strategy when examining performance.

Furthermore, in Siu and Liu (2005) study 307 MSMEs in China and found that there is statistically significant relationship between the achievement of marketing objectives and company performance. The results also revealed a statistically significant relationship between company performance and superiority in nine areas of marketing mix: product performance, product design, product quality, after sale service, company/brand reputation, distribution outlets, agency support and advertising. Therefore, from these studies conclusion could be made that despite the marketing strategies being different from one firm to the other, they all influence the firm performance in one way or the other. The limitation with this study is that marketing performance was not operationalized. Further, the researchers used the marketing matrix to derive variables which actually point to components or process variables in marketing, hence misled their readers.

2.8.1.5 India

Sheetal et al. (2012) studied 100 Indian MSMEs on how to develop the marketing strategies using marketing mix (4Ps). The 4Ps variables used in this study are product, price, promotion and place. These 4Ps marketing mix were investigated in order to validate them as marketing strategies in Indian MSMEs. The researchers argued that 4Ps were used because a product passes through four phases of life which are; introductory, growth, maturity and decline, thus the need for a product to have four phases of marketing mix. The findings of the study revealed that MSMEs are highly satisfied with their product's pricing strategy. The study also revealed that MSMEs were weak in product differentiation, hence the study emphasizing

that the MSMEs in manufacturing should use selective product positioning strategies for different products because same product positioning strategies for all products are not beneficial strategy. Generally, the study revealed that MSMEs were not appropriately using marketing strategies in the highly competitive environment. The limitation with this study is that though it was about MSME performance, it did not demonstrate how selective product positioning strategies for different products qualified them as marketing strategies. A marketing strategy ought to be a vehicle carrying the message relating to the components of the marketing mix matrix. Thus, the use of these 4Ps could not be taken as marketing strategy.

2.8.1.6 Indonesia

Siti (2017) conducted a study on the impact of marketing orientation and marketing strategies on performance of MSMEs in batik industry in Indonesia. The marketing strategy variables that were employed were the 4Ps (product, price, promotion and place). The sample size was 140 MSMEs, sampled using purposive sampling technique. Data of the study was primary data collected by direct observation, questionnaire, and guided interview. Multiple regression model was used to analyze and test the data. The results of the study indicated that marketing strategies provide a positive impact on marketing performance.

Further, another study was conducted by Kartawinata and Wardhana (2013). The study investigated the effect of marketing strategies (marketing mix) on the performance of the businesses in Indonesia. The marketing mix strategies included the 7Ps (product, price, place, promotion, process, physical evidence and people) while performance was measured in terms of sales volume, profit and market share. The results of the study revealed that marketing mix strategy has significant effect on the performance of the business. Therefore, this study provided more conclusive findings as it covered all the 7Ps of marketing mix as compared to 4Ps that were covered by Siti (2017). The limitation about this study is that the researchers used marketing matrix to derive variables of marketing strategy which actually point to components or process variables in marketing hence misleading their readers. A marketing strategy ought to be a vehicle carrying the message relating to the components of the matrix. Thus, the 7Ps are marketing elements which should have been used within the selected marketing strategies, which the study did not demonstrate on.

2.8.1.7 Malaysia

Fakha and Saed (2014) examined the effect of marketing strategies on the marketing performance of the MSMEs. The study was conducted out of the need to understand the roles played by marketing strategies in the marketing performance of the MSMEs. In this regards, 289 MSMEs in Kuala Lumpur were sampled. The marketing strategies variables were; relationship marketing strategy, market segmentation strategy, product quality strategy and marketing promotion strategy. Data for this study was collected using structured questionnaire. The statistical instrument that was used to analyze and test data was a simple regression coefficient. The findings of the study revealed that marketing strategies have significant positive effect on marketing performance of the MSMEs in Malaysia.

Similarly, another study conducted by Akbar et al. (2017) on the effect of marketing strategies construct on firm performance on manufacturing companies in Johor State in Malaysia. The sample size of 95 companies was used. The marketing strategies variables employed were; entrepreneurial marketing strategy, guerilla marketing strategy, relationship marketing strategy, ambush marketing strategy, viral marketing strategy and niche marketing strategy. The limitation with these two studies is that marketing performance was not operationalized, yet the researchers employed such. Further, the researchers used the marketing matrix to derive variables which actually point to components or process variables in marketing, hence misled their readers.

2.8.1.8 Sri Lanka

In this study, Ali and Kaldeen (2017) investigated the impact of the marketing mix strategies on performance of tourist hotels in the eastern province of Sri Lanka. The 7Ps were used as the marketing strategies while performance was measured by sales growth, market share growth and profitability. The study employed a survey research to collect primary information from 100 hotels. Convenience sampling was employed while data collection was done by using a questionnaire with five point Likert Scale. The findings of the study revealed that marketing mix variables such as product, price, place, promotion, people, process and physical evidence (7Ps) have positive impact on the marketing performance of the tourist hotels in Eastern Province of Sri Lanka. The study also revealed that price was the most

important marketing mix element while physical evidence comes last in the rank of the marketing mix elements in terms of influence on marketing performance.

The limitation with this study is that marketing performance was not operationalized, yet the researchers employed such. Further, the researchers used the marketing matrix covering the 7Ps to derive variables which actually point to components or process variables in marketing, hence misled their readers.

2.8.1.9 United Kingdom

Simpson et al. (2006) studied the role of marketing and its relevance in the MSMEs operating in manufacturing and service businesses in Sheffield, United Kingdom. Firm were categorized into marketing lead and marketing weak organization. The marketing lead organizations were those that were proactive in that they strived for increased market share while the market weak organizations were not proactive. The research findings reported that companies categorized as marketing lead had high turnover and return on capital employed (ROCE) than those categorized as marketing weak companies. However, the research stated that the significance of this finding is uncertain given the size of the sample, diversity and mix of the companies and industries covered and the fact that ROCE as a measure of performance is subject to interpretation. Further, no clear pattern of performance emerged on profit and number of employees. From this study it can be concluded that the choice of objective or subjective data as measure performance is very important. The other observations that can be pointed out in this research is that the study did not come out clearly on the types of marketing activities or strategies that were being investigated. Thus, such ambiguities create research gaps.

2.8.2 Marketing Strategies on Performance of MSMEs in Africa

The researcher reviewed the influence of marketing strategies on performance of the MSMEs in Africa. This was with reference to the following countries; Egypt, Ethiopia, Ghana, Ivory Coast, Kenya, Nigeria, South Africa, Tanzania and Zimbabwe. These case studies were selected following a systematic review of the literature and covered predictors of MSME performance.

2.8.2.1 Egypt

Haran and Yusuf (2013) conducted a study to explore the relationship between marketing strategies and corporate performance of commercial banks in Egypt. The study adopted the survey and descriptive research design methodologies. Data was collected on 320 bank customers using a structured questionnaire, while data analysis was done using Pearson product moment correlation coefficient. The marketing variables investigated were market promotion, customers' relationship strategy and service quality. The findings of the study revealed that marketing strategies had significant positive relationship with corporate performance in Egypt.

However, the limitation with this study is that performance was not operationalized, thus, making it difficult to empirically prove the study findings. The study also covered the commercial banks not the MSMEs which this research is concerned with.

2.8.2.2 Ethiopia

Kenu (2018) studied the effects of marketing mix (4Ps- product, price, promotion and place) on performance of selected manufacturing MSMEs in Ethiopia. In the study, casual research design was employed. Primary data was collected using self-administered questionnaire which was distributed to 250 owners/managers using purposive sampling followed by stratified sampling. The findings of the study revealed a positive significant relationship between product, price, promotion and performance of the MSMEs in manufacturing enterprises. Though the findings of the study revealed a positive significant relationship between the variables, research did not bring out the performance variables that were being tested other than generalizing them.

Further, in another study conducted by You Tang and Mesfin (2020) on the effects of marketing mix on competitive advantage, the findings of the study revealed that all marketing mix elements (product, price, place and promotion) have significant effect on realizing the competitive advantage in Ethiopia. However, the result relating to place strategy contradicted with the findings of Kenu (2018) who found that place strategy negatively affect the business performance in Ethiopia. Therefore, this calls for more studies among the businesses in Ethiopia in the area of these marketing mixes in order to arrive at correct position of the place strategy and its relationship with business performance.

The limitation with this study is that marketing performance was not operationalized, thus, making it difficult to empirically place reliability on the study findings. Further, the researchers used the marketing matrix involving 4Ps the marketing elements as marketing strategy when in fact not, hence misled their readers.

2.8.2.3 Ghana

Kwesi and Adjololo (2011) conducted a research on effect of marketing strategies on performance of MSMEs in Ghana. The study was based on qualitative research method. A survey questionnaire was used to collect data from 311 MSMEs in Accra Metropolis. The marketing strategy variables were Product quality strategy, marketing communication strategy, relationship marketing strategy, and market segmentation strategy. Performance was measured using profit and sales. The findings of the study revealed that marketing strategies have a significant influence on performance of MSMEs in Ghana.

In addition, Dzisi and Ofori (2014) conducted a study on marketing strategies and the performance of MSMEs in Ghana. The findings of the study revealed that marketing strategies drive MSMEs performance. The study also revealed that most of MSMEs in Ghana used traditional marketing strategies namely; television, newspapers and magazines, radios, banners, bill boards, trade fair exhibition, Face to face (word of mouth, door to door), while few used non-traditional/digital marketing strategies which are social media, face book marketing strategies. This study employed the ideal variables in marketing strategy.

Though results from the two studies indicate that marketing strategies drive MSMEs performance in Ghana, the said studies were done in their specific areas and covered specific objectives. Other than testing the effect or relationship between the independent and dependent variables, the studies did not develop a model which this study is interested in.

2.8.2.4 Ivory Coast

Ardjouman and Asma (2015) conducted a study to explore marketing management strategies affecting performance of the MSMEs in Ivory Coast. The study adopted exploratory and descriptive survey research design. The results of the study revealed that there was high level of awareness on the significance roles played by marketing management strategies in performance of the MSMEs. In a nutshell, the research implied that marketing strategies

significantly influence the MSMEs. Therefore, an inference can be made that marketing strategies play a key role in performance of the any enterprise either in small or large scale enterprises. Thus, business owners/managers need to ensure that an appropriate set of marketing mix is selected in order to achieve the desired outcomes. However, the limitation with this study is that it did not bring out the actual marketing strategies that were studied.

2.8.2.5 Kenya

Waithaka et al. (2014) carried out a study on the effect of marketing strategies on growth of small businesses in Kenya. In this study, a descriptive research design was adopted. Random stratified sampling method was used to arrive at 105 respondents out of total population of 210 business owners and the staff in the sector. Data was collected through administering of a questionnaire to the respondents. Quantitative and qualitative techniques of data analysis were used to collect data and the findings were presented through charts, tables and graphs for simple understanding of the findings. The marketing strategy variables were; advertising, word of mouth, direct marketing, networking and social media. The study revealed that the use of marketing strategies affect the growth of small businesses. Though the study employed the ideal marketing strategy variables, the study did not bring out the areas of growth that were being measured.

Additionally, Kanja and Wario (2014) investigated the role of marketing mix on performance of micro-finance institutions in Kenya. The marketing mix being investigated were promotion and price, while performance was being measured in terms of profitability, sales and market share. The findings of the study revealed that promotion strategy positively influenced the performance of the microfinance institutions, contrary to Adewale (2013) and Yalo (2019). However, on pricing strategy, the study revealed a positive relationship between price and market share though negatively related to profitability. The argument on negative influence of price on profitability is that poor pricing of loans facilities could lead to inflated interest rates which turn away the potential clients and reduce amount of loan demands. The limitation of this study is that the researchers used the marketing mix, the marketing elements as marketing strategy when in fact not, hence misled their readers.

2.8.2.6 Nigeria

Adewale et al. (2013) study, explored the impact of marketing strategy on performance of the MSMEs in Nigeria. The marketing mix (elements) variables were product, promotion, place, price, and packaging and after sale services, while performance variables were profitability, market share, return on investment and expansion. The findings of the study revealed that their preferred marketing strategy variables were significant independent and joint predictors of business performance. Interestingly on promotion, the study revealed a no positive significant effect on business performance contrary to the opinion of the previous researchers. While this study selected 4Ps as joint predictors (elements) of marketing performance, this was a serious limitation.

In another study conducted by Kuwu and Gakure (2014) on the effect marketing strategies (4Ps) on performance of the MSMEs in Nigeria, the study findings revealed that marketing strategies have a positive significant effect on MSMEs performance. The limitation with this study is that marketing performance was not operationalized. Further, the researchers used the marketing matrix involving 4Ps to derive marketing strategy variables which actually point to components or process variables in marketing, hence misled their readers.

Ebitu (2016) conducted a research to examine the impact of marketing strategies and performance of MSMEs in Akwa Ibom State in Nigeria. The study was motivated by the fact that MSMEs in Akwa Ibom State find themselves in a competitive environment and may not know which marketing strategy is effective in improving their business performance. In this study, marketing strategies variables were; product quality strategy, marketing communication and relationship marketing, while performance was measured by profitability and market share. The study revealed that product quality strategy and relationship strategy have significant relationship with MSMEs performance. However, the communication strategy was found not to have significant impact on MSMEs performance in Akwa Ibom State of Nigeria. The limitation of this study was that the marketing strategy variables were not ideal since product quality is not a marketing strategy but a marketing element.

Further, Yalo et al. (2019) conducted an investigation on the effect of marketing strategies (4Ps) on performance of MSMEs in Kogi State of Nigeria. Performance was measured using profitability and sales variables. The result of the study revealed that marketing mix

(elements) has significant positive effect on the MSMEs performance which is agreement with previous studies. However, on promotion strategy, the results indicated that promotion relates negatively and significantly with sales and profitability, the finding which agreed with that of Adewale (2013). The limitation of this research is that the marketing matrix (4Ps) were used as marketing strategy variables when they are components or process variables or elements in marketing, hence misled their readers.

2.8.2.7 South Africa

In Chilya et al. (2009) study, an investigation was made on the impact of marketing strategies on profitability of small grocery shops in South Africa. The marketing strategies used were; price, promotion, research, advertising, product, quality, packaging and place. A sample of 300 grocery shops was investigated. The findings of the study revealed that price was the most important marketing variable in marketing mix, despite the shop owners not following a constant mark-up policy, a situation which implied that a product price in a grocery shop could vary on a day to day basis. Secondly, on promotion, the findings revealed that shop owners offered promotions such as discounts to customers on regular basis. Additionally, royal customers enjoyed regular discounts. Thirdly, the results indicate that most of the shops did not undertake research to know what the customers needed. Further, products were changed without consultation with the customers, resulting into selling some of the products as they fell below the customers' preference. On advertising, the study revealed that word of mouth communication was the most important form of product advertising. This implied that the grocery shops relied on physical contact method in conveying product information to customers. The study also revealed that product differentiation existed among the grocery shops. Furthermore, the study revealed that although the owners/managers believed in quality of products, the products that they offered did not reach the expectation of the customers. On packaging, the findings revealed that the grocery shops divided some of the goods into small sizes. However, the concern raised was that there was a high chance of using recycled packaging materials such as containers for some products. Generally, the researcher concluded that the shops owners did display a behaviour that reflected high degree of marketing orientation, an indication that the grocery shop owners applied marketing strategy principles. The limitation of this study is that it did not indicate clearly the relationship between marketing mix (elements) and business performance. There was no clear indication on how the marketing strategy variables

impacted business performance. Furthermore, the study did not operationalize the performance variables.

Furthermore, Scheers (2011) investigated whether the managerial marketing skills of MSMEs contributed to high business failure rate in South Africa. The research revealed that lack of managerial marketing skills such as market segmentation, market needs analysis, and competitiveness and marketing of products and services has a negative impact on success of MSMEs in South Africa. In this regard, a conclusion could be drawn that most of MSMEs in South Africa either did not use marketing strategy or limited the use of marketing strategy as the findings are in uniform with those of Chiliya et al. (2009). The limitation with this study is that that marketing performance was not operationalized and researcher was not very clear with the marketing strategy variables.

2.8.2.8 Tanzania

In Nyamanza (2020) study, an investigation was carried out to examine how the manufacturing MSMEs in Tanzania implemented the marketing mix practices, and their role as drivers for growth potential. The study utilized qualitative, explanatory design adopted through cross sectional approach. Both primary and secondary data was collected using semi structured interviews and document analysis techniques respectively to a purposive sample of 12 manufacturing MSMEs. Then, the interview transcripts and secondary data were analyzed using a thematic framework through Nvivo software: 10. The results revealed that manufacturing MSMEs in Dar es Salaam implement marketing mix strategies, but not so well organized and that, they still perceive product and promotion decisions as most important predictor of their growth. Further, MSMEs are aware of the importance of marketing mix decisions but they make less use of them due to limited financial resources, marketing knowledge, and unfriendly external environment. The limitation with this study is that the researcher used the marketing matrix involving 4Ps as marketing strategies when not, hence misled their readers.

2.8.2.9 Zimbabwe

Tapera and Gororo (2013) conducted a study on effectiveness of marketing strategies employed by Insurance Companies in Zimbabwe. The findings of the study revealed that insurance companies used various marketing strategies such as 7Ps marketing mix (elements), differentiation and low cost marketing strategies. Further, the study revealed that all these strategies had a positive effect on the survival and performance of the Insurance companies in Zimbabwe. However, the specific elements of marketing strategy were exploited differently in the market place as some elements were used more than others. Thus, each marketing mix had different level of effectiveness in creating competitive advantage for each business entity. The limitation with this study is that marketing performance was not operationalized. Further, the researchers used the marketing matrix involving 7Ps as marketing strategies when these are marketing elements, hence misled their readers.

2.8.3 Marketing Strategies on Performance of MSMEs in Zambia

In Zambia, there is limited research in the area of marketing strategies and performance of the MSMEs. Though studies on MSMEs are available, most of them do not address the problem of marketing strategies and performance, thus, providing scanty or little literature in this area of study. Further, where little literature exists, it has been found that the literature does not relate to MSMEs, but rather to the large scale enterprises or government institutions. For instance, Mwango and Phiri (2018) conducted a study to investigate the relationship between marketing strategies and sustainable tourism development in Zambia. The targeted population of the study was 200 Zambia Tourism Agency (ZTA) employees and other agencies of the Ministry of Tourism that collaborate with ZTA. Purposive and simple random sampling methods were used. The study adopted descriptive survey design in data collection, while the data analysis was done using SPSS. The findings of the study revealed a sufficient statistical evidence of the relationship between marketing strategies and sustainable tourism. Additionally, the study revealed that the Zambia Tourism Agency used product development marketing strategy, tourism market development strategy, tourism service and product diversification strategy. Notably in this study is that, despite the study being on marketing strategies, the sector that was being investigated was not an MSME business. Further, despite

the study indicating the marketing mix strategies and their significant relationship with sustainable tourism, the study did not operationalize the performance variables.

In another study conducted by Silungwe et al. (2020) on sustainable tourism growth and marketing in Zambia. The study revealed that protection, conservation and management of the natural resources were essential for survival and sustainable growth of the tourism sector in Zambia. Further, the study revealed that Zambia Tourism Agency practiced domestic and internal marketing strategies. The domestic marketing strategies that were employed are; International Trade Fair, Agriculture and Commercial Show, Traditional Ceremonies, tourism programmes on television and radio stations. On the other hand, the international marketing strategies included the; destination awareness for Zambia promoted through international media and travel agents in Africa, Europe, China, India, North America and Australia; International tourism fair held by ZTA itself and the hosting of Livingstone International Cultural and Arts Festival.

However, despite the study indicating the marketing strategies employed by ZTA, the study did not indicate how these strategies affect the ZTA performance as a sector. Besides, ZTA as a government Agency, does not fall under MSMEs, thus the study findings cannot be used to give a picture on a relationship marketing strategies and MSMEs performance which this research is interested in. Further, the performance variable in terms of growth was not operationalized.

Nyangwe and Phiri (2021) conducted a study on influence of marketing strategies on Growth and Sustainability in the Original Equipment Manufacturing Industry in Zambia. Porter's Competitive strategy was used covering the three types of strategy namely cost leadership, differentiation and focus. A quantitative survey with structured questions was administered through self-completion questionnaires to 40 respondents. Data was analysed using IBM SPSS for correlation analysis, to assess the strength of the relationship between variables. The findings of the study revealed that there was a statistically significant relationship between cost strategy and revenue and market share growth. The study also indicated that there was a statistically significant relationship between differentiation strategy and revenue and market share growth. However, on focus strategy, the study revealed that no relationship existed between focus strategy and revenue and market share. The limitation of this study is that it did not state whether the Original Equipment Manufacturing Industry were in large scale category or MSMEs which this study is interested

in. Further, the study's use of Porter's Competitive strategy might not be appropriate for the MSME business and is not within the marketing strategy variables which this study is looking at. The study did also not show how the revenue data such as profit was analysed considering the fact that most businessmen and women do not want to share information relating to profit.

Similarly, Sikalumbi et al. (2023) conducted a study on effectiveness of marketing strategies in increasing students' enrolment Public Universities in Zambia. The study adopted a survey research design using a quantitative research approach. This study randomly sampled 100 participants including students and faculty members from two public universities. 88 questionnaires were used successfully to analyse data using Excel 2013 version and STATA version 2. The marketing strategies covered were Word of mouth, Television, Facebook, Billboards, Fliers, Instagram, Twitter and You Tube. The results obtained from the study showed that there is significant relationship between marketing strategies in terms of Facebook, Television, Word of Mouth and students' enrolment in universities. This indicated that there was a level adopting marketing strategies in Public Universities. This also demonstrated that when marketing strategies are employed in Universities, it results into attracting students to enrol with the university which would enable increase the income base in the universities and thereby enhancing sustainability and quality service delivery. The study also revealed that among the marketing strategies that were adopted by the Universities, word of mouth was the most preferred marketing strategy.

Though the study covered the correct marketing strategies, the study did not look at the MSMEs but rather the two Public Universities. Further, the study did not operationalize the performance variable, hence rendering it incomplete.

2.9 Functions of Marketing Strategies

As marketing gains are increasing prominence as an orientation that everyone in the organization shares and as a process that all functions participate in, a critical issue that arises is the role of the marketing function (De Luca and Atuahene-Gima, 2007). Specifically, what role should the marketing function play, and what value does the marketing function have, if any, in an organization that has a strong market orientation? The researcher takes the view that though a firm's market orientation is undeniably important, the marketing function

should play a key role in managing several important connections between the customer and critical firm elements. According to Chimhanzi (2004) and Couto et al., (2005) the main marketing functions are (1) connecting the customer to the product by creating demand, (2) service delivery to enhance customer satisfaction, (3) increase Market Share and (4) creation of goodwill and public image. These marketing functions have different effects on a firm's performance. Through their mediating role in business operations, the functions do facilitate increased firm performance. Therefore, it is not possible to separate one from the other (Menon et al., 1999). Thus, marketing functions are important since each represents a category of activities that occur in marketing. In this view, marketing becomes everybody's job, which potentially diffuses the marketing function's role but increases marketing's influence (Dewsnap, 2003; Greyser 1997). Similarly, McKenna (1991: 68) stated that Marketing is everything and everything is marketing. This demonstrates that marketing is key to the success of any businesses.

2.10 Factors Influencing Marketing Decisions

Every firm exists and operates in the conditions of an external and internal environment. In this environment, a firm constantly arises, develops and operates a large number of factors that affect its success. Further, Voss (2005) states that success can depend on the number and type of applied practices. Thus, management has a role to identify those factors and use their influence in a firm. This has led to the fact that every firm tries to identify a group of factors which have the greatest importance. This approach is right when a firm seeks to achieve success in its operations. Based on researches conducted by some major authors, a large number of such factors have been described. The literature outlines the following factors as having influence on the adoption of marketing decisions by the firm.

2.10.1 Internal Factors

These are factors within a firm that influence of marketing decisions. The following are some of the internal factors: firm age and size (Arend, 2014; Babirye et al., 2014; Bentzen et al., 2012; Carr, 2010; Coad et al., 2013; Nicolini, 200; Palestirini, 2007), ownership (Carter et al., 2003; Dezsö and Ross, 2012; Krishnan and Park, 2005; Lien and Li, 2017), human resources (Katou, 2012; Shatilo, 2019; Sheehan, 2013b), entrepreneurial networks (Bratkovič and Antončič, 2016; Dibb, 2002; Fox, 2003; Garrow, 2006; Grunig, 1998; ;

Kotler, 2000; Sudharshan, 1995), product, process, organisational and marketing innovation (Altuntas, Cinar, and Kaynak, 2018; Wolff and Pett, 2006), sustainable leadership (Suriyankietkaew and Avery, 2016), planning and strategy (Aragón-Sánchez and Sánchez-Marín, 2005; Leitner and Guldenberg, 2010), organisational orientations- market, entrepreneurial, planning, and learning (Alpkan et al., 2007; Marino and Dickson, 2017), registered capital (Gomezelj and Jurdana, 2016; Tang et al., 2007), organizational structure, Organizational culture and information availability and accuracy (Shatilo, 2019).

2.10.2 External Factors

External factors refer to all outside factors that influence or impact the operation of a business. The firm needs to respond or react to these factors in order to maintain its flow of operations. The literature provides the following external factors to have influence in marketing decision by the firm; competition (Scarborough et al., 2009), Globalization (Longenecker, 2012; Scarborough et al., 2009; Yang, and Yu, 2006), exports (Altuntas et al., 2018)), consumer preferences, regulatory framework (Chamberlain and Smith, 2006; Dovhan et al., 2011; Herrington et al., 2010; Mollentz, 2002), macro-economic factors (Dovhan et al., 2011; Eeden et al. 2003; Trașcă, and Șerban, 2014), technology (Clarke, 2008; Dovhan et al., 2011; Romijn, 2001).

Below is table 2.4, giving a summary of factors that point to the marketing decisions in MSME business as cited in the literature.

Table 2.4 Common factors Influencing Marketing Decisions-isolated from the Literature

Author	Factor
Arend, 2014; Babirye et al., 2014; Bentzen et al., 2012; Carr, 2010; Coad et al., 2013; Navaretti et al., 2014; Nicolini, 2001; Palestrini, 2007.	Firm age and size
Carter et al., 2003; Dezsö and Ross, 2012; Krishnan and Park, 2005; Lien and Li, 2017	Ownership
Katou, 2012; Shatilo, 2019; Sheehan, 2013a	Human resources
Bratkovič and Antončič, 2016; Dibb, 2002; Fox, 2003; Garrow, 2006; Grunig, 1998; Kotler, 2000; Sudharshan, 1995	Entrepreneurial networks
Altuntas et al. (2018), Wolff and Pett, (2006)	Product,
Altuntas et al., 2018; Wolff and Pett, 2006	Process
Altuntas et al., 2018; Wolff and Pett, 2006	Organisational
Altuntas et al., 2018; Wolff and Pett, 2006	Marketing innovation
Suriyankietkaew and Avery, (2016)	Sustainable leadership
Aragón-Sánchez and Sánchez-Marín, 2005; Leitner and Guldenberg, 2010	Planning and strategy
Alpkan et al., 2007; Marino and Dickson, 2017	Organisational orientations
Gomezelj and Jurdana, 2016; Tang et al., 2007; Scarborough et al., 2009.	Registered capital
Scarborough et al., 2009.	Competition
Longenecker, 2012; Scarborough et al., 2009; Yang, and Yu, 2006	Globalization
Altuntas et al., 2018	Exports
Chamberlain and Smith, 2006; Dovhan et al., 2011; Herrington et al., 2010; Mollentz, 2002	Consumer preference and Regulatory framework
Dovhan et al., 2011; Eeden et al. 2003; Trașcă, and Șerban, 2014	Microeconomic
Dovhan et al., 2011; Clarke, 2008; Romijn, 2001	Technology

Therefore, it is not only the study of performance features that is important, but also to mention relevant studies that focused on the factors that influence marketing decisions. This is key because if the businesses overlook such factors, then it would be difficult for them to make marketing decisions that would influence firm performance. Thus, a, businesses ought to develop competitive advantages and, in turn, achieve superior performance (Lonial and Carter, 2015).

2.11 The Concept of Marketing Strategy

Modern discussions of marketing strategy can be traced back to a discussion of marketing management by Leverett S. Lyon (1885-1959) in 1926. Marketing management was perceived as the business function that developed marketing strategy. The core concepts of marketing are customers' needs, wants and values; products, exchange, communications and relationships. Marketing is strategically concerned with the direction and scope of the long-term activities performed by the organization to obtain a competitive advantage. The organization applies its resources within a changing environment to satisfy customer needs while meeting stakeholder expectations (Akramov, 2011). In the past, literature has primarily focused on either marketing tactics or marketing-related inputs (resources and capabilities) to marketing strategy and their performance outcomes, with relatively little research in the core domain of marketing strategy. The core concepts of marketing are customers' needs, wants and values; products, exchange, communications and relationships. Marketing is strategically concerned with the direction and scope of the long-term activities performed by the organization to obtain a competitive advantage. The organization applies its resources within a changing environment to satisfy customer needs while meeting stakeholder expectations.

However, there are numerous contradictions regarding the use of the term marketing strategy. The concept marketing strategy has been defined and conceptualised in different ways by different authors (Bang et al., 2015; Madhavaram et al., 2014; Vásquez and Escamilla, 2014). The problem stems from the practice of marketing and research which has not bothered to resolve this lack of clarity. The study and practice of marketing have broadened considerably, from an emphasis on marketing as a functional management issue, to a wider focus on the strategic role of marketing in overall corporate strategy (Kotler, 2000; Sudharshan, 1995). This broadening of the marketing concept, to include strategic as well as operational decisions, has resulted in an overlap between marketing and strategic management (Bang et al., 2015; Lado et al., 2004; Madhavaram et al., 2014; Shaw, 2012; Vásquez and Escamilla, 2014).

Managers around the globe are recognising the increasing importance of a firm to develop marketing strategies to compete effectively in worldwide markets. However, this is complicated by the unclear usage and application of the term marketing strategy (Zou and

Cavusgil, 2002). According to Sudharshan (1995) a firm's marketing strategy is the development of and decisions about a firm's relationships with its key stakeholders, its offerings, resource allocation, and timing. However, others look at marketing strategy from strategic management point of view which involves research, strategy formulation and implementation, and monitoring and evaluation. Below the researcher shows the contradictions or unclear usage of the term marketing strategy. Further, in order to demonstrate what the study is about, the researcher uses questions to show the direction of the study. In this case, one would then ask the following questions to be clear of what they mean by marketing strategy:

- 1) When marketing strategies are used, do they imply Strategic Marketing Management which is about the formulation and implementation of the strategic marketing plans in an organization? This dimension is about the strategic integration dimension which is concerned with how a firm's competitive battles are planned and executed across the marketing place (Birkinshaw et al., 1995; Yip, 2003; Zou and Cavusgil, 2002). If this is the case, then authors are dealing with the study of the market and marketing environment, the competitive advantage, marketing mix, marketing choices, marketing costs and their analysis, implementation and control of a marketing strategy and the need for any business entity to be an effective marketing organization. In this mode of application, it also explains the importance of competitor analysis, customer analysis, SWOT analysis, which helps the organization in framing strategies for segmenting, targeting, positioning and other generic strategies. However, this is not what the study is all about.
- 2) When marketing strategies are used, do they imply the position adopted by Sudharshan (1995)? Where he defined a firm's marketing strategy as the development of and decisions about a firm's relationships with its key stakeholders, its offerings, resource allocation, and timing. This is not what the study is all about.
- 3) When marketing strategies are used, do they imply marketing strategy from a strategic management point of view which involve research, strategy formulation and implementation using models? The models may include Porter's five forces, Boston Consultancy Group (BCG) matrix, General Electric (GE) /McKinsey matrix, Ansoff Matrix, Strength Weakness Opportunity Threat (SWOT) analysis and McCarthy's marketing mix model (4Ps, 5Ps or 7Ps) for initial analysis of the business. The other

models include green marketing strategy, effective marketing strategy (Bang et al. 2015), social network marketing strategy (Vásquez and Escamilla, (2014), relationship marketing strategy (Madhavaram et al., 2014), product market strategy and innovation types, product life cycle based marketing strategy (Shaw, 2012), sustainable marketing strategy, marketing strategy for MSMEs (Tang and Hull, 2011), market expansion strategy (Bang et al., 2015), innovative marketing strategy, global marketing strategy, export marketing strategy (Lado et al., 2004), competitive marketing strategy (Porter, 1979), product market strategy (Porter, 1980) and 4Ps, 5ps and 7Ps (Ali and Kaldeen, 2017; Borden, 2004; Kotler et al., 2013; McCarthy, 2011; Merdad and Seyed, 2011). However, these are not the variables shaping the direction or scope of this study within which it is anchored.

Therefore, it is clear that marketing strategy has been used differently by different authors. This lack of agreement on what constitutes marketing strategy creates confusion in this study area. However, the most important aspect is that firms use marketing strategies in order to reach out target market and achieve their objectives. Thus, regardless of the marketing strategies that are used, firms have similar objectives and those is of reaching target customers and increase their performance. In this study, the marketing strategy concept guiding the study is operationalised in methodology

2.12 Theoretical Framework

This section examines the theory that was used to inform the study on marketing strategy and performance of the MSMEs. The theoretical framework consists of principles, constructs, concepts and tenants of a theory or theories (Grant and Osanloo, 2014). It is a framework based on an existing theory in a field of inquiry that is related and/or reflects the hypothetical position of a study. It is a blueprint that is often ‘borrowed’ by the researcher to build his/her own house or research inquiry. It serves as the foundation upon which a research is constructed. Sinclair (2007), as well as Fulton and Krainovich-Miller (2010), compare the role of the theoretical framework to that of a map or travel plan. Thus, the theoretical framework guides the researcher so that he/she would not deviate from the confines of the accepted theory or theories to make his/her final contribution scholarly and academic. In other words, the theoretical framework is a structure that summarizes concepts and theories which are developed from previously tested and published knowledge which is intended to

provide a theoretical background or basis for data interpretation and analysis (Swanson, 2013). In this case, the study focussed on bounded rationality theory to explain the concept of marketing strategy and performance.

2.12.1 Bounded Rationality Theory

The theory of bound rationality was developed by Hebert A. Simon in 1947. According Simon (1957) rationality requires a choice between all possible alternative behaviours. In reality, only a few of those alternatives come to mind. Complete rationality is "bounded" by the lack of knowledge. At the simplest level, performance may be bounded by manual dexterity or reaction time, and decision-making processes may be bounded by the speed of mental processes (Simon. 1979). For instance, Cyert & March, (1963) proposed that companies in reality aim to "satisfy", instead of maximizing their results. That is, some groups can settle for "good enough" achievements instead of fighting for the best possible outcome.

Bounded rationality occurs when entrepreneurs lack perfect information, that is, they do not have context information about the results of their actions, for example; they have bounded resources, and are restricted to the ability to process information. Under these conditions, entrepreneurs are forced to make decisions, based on the data available for this, their resources and capacities to process information (Simon, 1979). This implies that entrepreneurs can make decisions that are not completely optimal because they have to adjust to the conditions in which they operate. Decisions involve a commitment of large amounts of resources of the organization for the fulfilment of the objectives and purposes of the enterprise through the appropriate means. These means can be translated into models that help reduce the limits of rationality in entrepreneurs (Grosvold et al., 2013). Choices made by an individual usually take place in an environment where premises are given, which are accepted as the basis of choice; and the behaviour only fits within the limits set by these given environments.

People are bounded by their knowledge of the relevant factors for their work. Individuals are also bounded by their values and the conceptions of purpose that influence them in making their decisions, and these tend to be shaped by their organizational experience. This limitation applies both to the basic knowledge required in decision-making and to the information required to make appropriate decisions in a given situation.

In the authors' model, the objectives are established to maximize the relevant magnitudes, such as profits, sales and market share. The objectives are commitments negotiated by the groups of the organization. In the decision-making process, the information is required to take the most appropriate, however, the collection of information by itself has a cost and requires resources. In this case, the researcher posits that the MSME chooses marketing strategies with a desire to attain a function with the ultimate aim of enhancing performance. The theory applies at a cognitive level to select what marketing strategy and marketing function would enhance sales growth. The assumption is that humans do not undertake a full cost-benefit analysis to determine the optimal decision, but rather, choose an option that fulfils their adequacy criteria.

As such, the bounded rationality theory has been used in this study because the choice of marketing strategy variables or combination with marketing functions is based on MSME owner- managers' knowledge, environment and availability of the resources. Since the executives who make decisions and take actions, must do so with an eye on the situation and another eye on the effects of this decision and future effects on the organization (Simon, 1947), rationality denotes a style of behaviour that is appropriate to the achievement of given goals within the limits imposed by the given conditions and constraints (McGuire and Radner, 1972). This means that MSMEs apply the marketing strategies with an expectation in mind of the best outcome from their action. The choice of marketing strategies applied has an impact on the level of MSME performance. Therefore, the theory of bounded rationality suites well in this study as it prescribes the way on how people or firms should behave or ought to do in order to achieve certain goals under certain conditions.

2.13 Gaps in the Literature

The reviewed literature shows numerous gaps that have informed this study in a number of respects as described below.

2.13.1 Evidence Gap

An evidence gap in this study has occurred with a provocative situation where the concept marketing strategy is applied in contradiction and this has affected the accepted conclusions of marketing strategies as predictors of MSME performance. This gap (see Jacobs, 2011;

Kranz, 2014; Miles, 2017; Müller-Bloch and) tends to result from studies that allow for conclusions in their own right, but are contradictory when examined from a more abstract point of view.

2.13.2 Knowledge Gap

Knowledge gap is a common gap in the prior research. There are two settings where a knowledge gap (knowledge void) might occur. First, knowledge may not exist in the actual field to theories and literature from related research domains (see Jacobs, 2011; Miles, 2017; Müller-Bloch and Kranz, 2014). The current research findings have shown that no research has been done covering marketing strategies and sales growth involving MSMEs and as such more research is required to understand how marketing strategies influence performance in particular the sales growth. This review has shown a dearth of research on the subject not only in Zambia.

2.13.3 Practical-Knowledge Gap

This kind of gap tends to be a discrepancy that can motivate new research in this direction. A practical-knowledge (action-knowledge) conflict arises when the actual behaviour of professionals is different from their advocated behaviour. This has been shown in the literature by gaps in conceptualising marketing strategies and the lack of clear solutions to these factors (see Jacobs, 2011; Miles, 2017; Müller-Bloch and Kranz, 2014). So far, the studies done have not attempted to provide a framework that could be used to propel MSMEs to increase or sustain their performance. Hence, there is need to develop a model in this study.

2.13.4 Methodological Gap

The fourth gap noted is methodological gap. A methodological gap is the type of gap that deals with the conflict that occurs due to the influence of methodology on research results. This was seen in the non-operationalisation of concepts as well as the threat of construct validity of the variable marketing strategy. This study addresses the conflicts with the research methods in the prior studies and offers a new line of research that is divergent from those research methods. It is noted that it might be useful to vary research methods especially

if certain research topics have been mainly explored using a singular or common method (see Jacobs, 2011; Miles, 2017; Müller-Bloch and Kranz, 2014). Further, the performance measurement for MSMEs is still not well established such as the performance measurement in the big company. The literature has indicated that no agreed performance measurements variables for MSMEs have been generally accepted in assessing the MSME performance. Thus, this study is an attempt to identify and test variables that can be used and agreed upon to measure MSMEs performance.

2.13.5 Theoretical Gap

The theoretical gap is the type of gap that deals with the gaps in theory with the prior research (see Jacobs, 2011; Miles, 2017; Müller-Bloch and Kranz, 2014). Previous research has not used theories to account for the phenomena and further, this study has not found any theory linking the two variables. However, this study has opted to use bounded theory of rationality as framework to describe presumptively the decisions firms make in selecting their marketing strategy, thus providing a direction which researchers may use in this study area.

2.13.6 Population Gap

A population gap is a common gap recognised among researchers (see Robinson, et al, 2011) which emerged in this review. This gap is the type of research regarding the population that is under-researched in the evidence base or prior research and this includes MSMEs in Zambia relating to the subject at hand.

2.14 Chapter Summary

The review has shown that there is no latest documented nationwide baseline survey on MSMEs in the country addressing marketing strategy and performance in form of sales growth. As such, it is difficult to clearly portray how the marketing strategies influence MSME performance. This research therefore stems from the empirical gaps which make it difficult to account for the influence of marketing strategy on performance of the MSMEs in Zambia.

The reviewed literature has shown that history to the development of concepts and their application can provide a powerful guide to understanding how simplicity evolves over time

into complexity, in general, and how marketing strategy and firm performance terms and concepts could arrive at their current state of confusion, in particular. It also shows how the history of marketing strategy and firm performance thought can provide a useful guide for current marketing research. The literature was examined to find the original sources of strategic concepts, to sort-out inconsistent terminology, to integrate isolated strategic approaches, and to create a broad spectrum framework that could serve as a strategic marketing strategy kit for understanding and applying marketing strategies in MSMEs. As it has been demonstrated, many strategic marketing approaches are partially interrelated. In the conceptual framework presented here, none of the concepts have been paired and studied. The framework presented here is novel and it is both conceptual and practical. This framework provides a researcher a consistent and logically coherent set of marketing strategy terms and firm performance concepts to build upon.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter outlines the methods that were used to achieve the objectives of the study. The chapter includes research paradigm, research design, study population, Sampling and sample size, sampling techniques, demographics of the participants, data collection process, research validity, data processing and analysis, testing hypotheses, reliability analysis, ethical issues and chapter summary.

3.2 Research Paradigm

Researchers ensure that they understand and articulate beliefs about the nature of the reality (Ontology), what they know about it and how they go about attaining this knowledge (Epistemology). Ontology refers to the nature of our beliefs about reality (Richards, 2003, p.33). Researchers have assumptions (sometimes implicit) about reality, how it exists and what can be done to know about it. While ontology may look at the nature of our beliefs about reality, another element of research paradigm called Epistemology which studies the nature of knowledge and the process by which knowledge is acquired and validated (Gall, Borg, 2003, p.13). Thus, it is the epistemological question that leads a researcher to debate the possibility and desirability of objectivity, subjectivity, causality, validity and generalizability (Patton, 2002). Adhering to an ontological belief system (explicitly or implicitly) guides a researcher to certain epistemological assumptions.

Therefore, this study anchored on the positivist paradigm embracing the logic of induction and deduction. Positivism assumes that reality exists independently of humans. Since reality is context free, different researchers working in different times and places will converge to the same conclusions about a given phenomenon (Rehman & Alharthi, 2016). Thus, Saunders, Lewis, and Thornhill (2009:108) argue that, the adopted research philosophy contains important assumptions about the way in which the researcher view of the world and these assumptions underpin the research strategy and the methods chosen in this study.

Research in the positivist paradigm like this one can be conducted by having either an inductive or deductive approach to the research. It is also possible to use a combination of the two (Saunders et al., 2003) and this is the approach being used. However, this study employs more of induction than deduction. The inductive approach was employed to draw concepts from the literature to build the frameworks for exploration and testing of key phenomena and this led to the conceptual framework in section in 1.9. This logic enables the researcher a logical process of establishing a general proposition on the basis of observations of specific facts (Sekaran, 2003). Therefore, researcher's philosophical view is critical in conducting a marketing strategy research.

3.3 Research Design

According to Kothari (2004), a research design is a framework that shows how the problems under investigation are solved. Mugenda and Mugenda (2003) posited that a research design refers to the way the study is designed, that is, the method used to carry out the research. The research is explanatory and pragmatic in nature. Explanatory research is used if a research desires to account for cause and correlation effects and this is what the ordinal regression is affirming in this study. It is pragmatic in the sense that it has taken a position of developing a framework which functional pragmatists in a quantitative project do. The framework or model they develop is prescriptive in nature and it is not amenable to empirical testing (Bettencourt et al., 2008; Rodriguea et al., 2007). Therefore, in order to describe the research design that is appropriate for this study and to outline the philosophical assumptions guiding this inquiry, a research design matrix has been used by the researcher. The matrix outlines the nature of the research questions linking them to an appropriate logical frame, population and sampling as well as techniques of data collection and analysis. The research design matrix is shown in table 3.1 below.

Table 3.1: Research Design Matrix

Research Question	Research Objective	Population and Sampling	Data Collection Techniques	Data Analysis Techniques
What is the hierarchy of marketing strategies that MSMEs apply in their businesses in Zambia?	To examine the hierarchy of marketing strategies that are applied by MSMEs in Zambia.	Respondents (MSME owners/managers) were drawn by way of random sampling technique.	Closed- ended (structured) questionnaire. A five point Likert Scale were used measuring scaling range.	Univariate and bivariate or descriptive Analysis.
What are the marketing functions of the marketing strategies applied by the MSMEs in Zambia?	To establish the marketing functions of the marketing strategies applied by the MSMEs in Zambia.	Respondents (MSME owners/managers) were drawn by way of random sampling technique.	Closed- ended (structured) questionnaire. A five point Likert Scale were used measuring scaling range.	Univariate and bivariate or descriptive Analysis.
What is the level of sales growth among the MSMEs in Zambia?	To determine the level of sales growth among the MSMEs in Zambia.	Respondents (MSME owners/managers) were drawn by way of random sampling technique.	Closed- ended (structured) questionnaire. A five point Likert Scale were used measuring scaling range.	Univariate and bivariate or descriptive Analysis.
What is the influence of marketing strategies on sales growth as an indicator of performance among the MSMEs in Zambia?	To determine the influence of marketing strategies on sales growth as an indicator of performance.	Respondents (MSME owners/managers) were drawn by way of random sampling technique.	Closed- ended (structured) questionnaire. A five point Likert Scale were used measuring scaling range.	Ordinal regression.
How could marketing strategies be enhanced among the MSMEs in Zambia?	To develop a marketing strategy model that could be used to enhance performance in particular sales growth among the MSMEs in Zambia.	No sampling is needed since this is a research outcome that fits functional pragmatism.	No data collection methods are needed since this is a research outcome that requires synthesis of findings.	No data analytic methods are needed since this is a research outcome that requires synthesis of findings.

3.4 Type of a Research

Noting that this study is anchored on induction and deduction, it culminates into a pragmatic outcome as a model has to be developed. It is a cross-sectional study.

3.5 Study Population

This study was located in two provinces and these are Lusaka and Copperbelt. The study choice for the two provinces was based on their high number of the MSMEs as they account for 43.5% and 24.2 % of the total MSMEs in the country (NMSMEDP, 2023). Thus, the research findings in these two provinces could provide a national acceptability. Additional focus provided to this research was by considering only registered MSMEs with PACRA and are members of the Zambia Chambers of Small and Medium Business Associations (ZACSMBA). Furthermore, the MSMEs that were considered in this study are those that were in business for not less than three (3) years and were still operating at the time of the study. Based on AAMO, (2007); JSBRI, (2011); and Shane, (2008) argument that MSMEs have common characteristics regardless of the sector and country variation, the study covered MSMEs involved in manufacturing, agriculture, trade, service and mining. There were 335 MSMEs at the time the research was being conducted.

3.6 Sampling and Sample Size

In order to enlist MSMEs, a database was obtained from MSME Associations in the two provinces. The associations have comprehensive registers of the MSMEs in these two provinces. The strength with these registers is that they contain contact details of all the members in the form of phone contacts; email addresses and physical addresses. This information made it much easier for the researcher to contact participants that were included in the sample.

Yamane Taro's sampling formula was used to determine the required sample. The following formula was applied;

$$n = \frac{N}{1 + N(e)^2}$$

Where

- a) n is the desired sample size (per province),
- b) N is the population size and,
- c) e is the level of precision and this was set at 0.05.

The sample size was determined per province which suggested MSMEs should be selected from the Lusaka population and Copperbelt population respectively.

Table 3.2: Population and Sampling

<i>Lusaka Province</i>	<i>Copperbelt Province</i>
Population 193	Population 142
Desired sample 130	Desired sample 105
<i>Estimated sample from two populations was 235</i>	

The 335 MSMEs were taken as a target population from the two provinces while estimated combined sample size was 235. In this study, the two provinces are taken as strata. Since each province had an association of registered members, the register for each province was used as a sampling frame. According to Bryman (2012), a sampling frame refers to the listing of all units in the population from which a sample is selected. In order to draw the sample elements, for enrolment into the study, systematic sampling was applied on each sampling frame. Using a sampling frame of names of MSMEs in each province, the researcher was in a position to select an MSME at a regular interval. A sampling interval was used in turn. Sampling involved picking 1 respondent after two, until the sample size for each strata was attained.

Once an MSME was selected, the most appropriate respondent in this study ought to have been MSME owner- managers or any senior member of staff as assigned by the MSME owner-manager to respond to the questionnaire. The MSME owner- managers were targeted due to the fact that they were best suited to answer the survey questions relating to the operation and performance of the businesses. This is in line with Delmar (2006) who suggested that MSME owner-managers like to have an internal locus of control, which provides them with self-confidence and ensures that they have direct control of their own destiny. Further, the selected MSMEs ought to have an operation period of not less than two years. This inclusion criterion was set to allow MSMEs comment on

performance in the previous year and that such MSMEs could have engaged in some form of marketing.

3.7 Identification and Operationalisation of Variables

From the conceptual framework driving this research, the study variables being investigated are marketing strategies and performance (sales growth) are stated below.

Independent Variable

Noting that more than one author studied specific variables, in this study 14 marketing strategy variables being channels by which MSMEs attempt to reach target markets in order to create demand, satisfy customers, increase market share, and create goodwill and public image (Brassington and Pettitt, 2007; Goi, 2005) are being studied. These are demonstrable by the respondents indicating measures of agreement on a five-point Likert scale as follows: 1 for far less used, (FLU), 2 for less used (LU), 3 for used to some extent (UTE), 4 for much used (MU) and 5 for very much used (VMU):

- a) Using fliers
- b) Using postcards
- c) Using WhatsApp
- d) Using radio
- e) Using television
- f) Using local events (shows/expo)
- g) Using websites
- h) Using Facebook
- i) Using bill boards
- j) Using Instagram
- k) Using newspapers
- l) Using mobile marketing
- m) Using face to face (word of mouth, door to door)
- n) Using e mails

Dependent Variable

In this study the outcome variable of interest is MSME performance which is expressed as sales growth. This was derived from Chimhanzi(2004), Couto et al. (2005), De Luca and Atuahene-Gima (2007). This was measured on a five-point scale as follows: 1 for very high volumes of sales, 2 for high volumes of sales, 3 for moderate volumes of sales, 4 for low volumes of sales and 5 for very low volumes of sales. The researcher opted to use the subjective approach in measuring performance (sales growth) due to the perceived difficulty in obtaining the objective data on sales from MSMEs. Other researchers have had these experiences (Durham and Littrell, 2000; O'Regan and Ghobadian, 2004b; Walker and Brown, 2004). In addition, it was going to be difficult to use standard numeric measures as the researcher was dealing with a heterogeneous sample of MSMEs. In such circumstances, it would not be possible to have a standard metric of sales (Allen and Helms, 2006).

Moderator variable

Marketing function in this study is operationalised by the role/value in marketing management with which the entrepreneur employs with the following objectives; creation of demand, customer satisfaction, increase in market share and creation of goodwill and public image when a channel is selected to reach to the customer. These domains were to be measured on a five-point ordinal scale as follows: 1 for far less used for the role, 2 less used for the role, 3 for used to some extent for the role (UTE), 4 for used for the role (U) and 5 very much used for the role (VMU) (Chimhanzi, 2004; Couto et al., 2005). The basic purpose of marketing management is to achieve the objectives of the business. A business aims at earning reasonable profits by satisfying the needs of customers.

In the light of this operational statement, we can highlight the objectives of marketing management as follows:

- 1) Creation of Demand (Ambler et al., 2002; Day, 2000): The marketing management's first objective is to create demand through various means. A conscious attempt is made to find out the preferences and tastes of the consumers. Goods and services are produced to satisfy the needs of the customers. Demand is

also created by informing the customers the quality and price of various goods and services.

- 2) Customer Satisfaction (An, 2010; Day, 2000; Reinartz et al., 2004): The marketing manager must study the needs of customers before offering them any goods or services. Selling the goods or services is not that important as the satisfaction of the customers' needs. Modern marketing is customer-oriented. It begins and ends with the customer. Thus, customer satisfaction key for the achievement of the marketing objectives.
- 3) Market Share (An, 2010; Lam et al., 2004; Reinartz et al., 2004): Every business aims at increasing its market share, i.e., the ratio of a company's sales to the total sales in an industry. This marketing function is important as it enables executives to judge total market growth or decline of a business in an industry, identifies key trends in consumer behavior, identify company's market potential and market opportunity and allow a company to achieve greater scale with its operations and improve profitability. Thus firms achieve this by adopting innovative advertising, innovative packaging, sales promotion activities, new products, etc.
- 4) Creation of Goodwill and Public Image (Lam et al., 2004; Reinartz et al., 2004): To build up the public image of a firm over a period is another objective of marketing. A strong goodwill provides a competitive advantage in the market place. Businesses with a positive brand image and customer perception are more likely to attract and retain customers. This advantage can result in increased market share and a sustainable position in the industry. Therefore, MSME owner-managers and other executives attempt to raise the goodwill of the business by initiating image-building activities such good customer relationship, sale of quality products, corporate social responsibility, publicity and events participation and convenient distribution outlets among others.

3.8 Validity of the Study

The questionnaire was developed between July and August 2022. A literature search was conducted, and reference studies related to the research topic were analysed, verifying the absence of instruments available for the study. The version of the questionnaire entitled "Marketing Strategy and Marketing Functions" (MS and MF) was developed using Delphi method or technique to confer face, construct and content validity. According to

Polit and Hungler (1993:448), validity of an instrument is the degree to which an instrument measures what is intended to measure. A Delphi technique has been used in quantitative studies especially when researchers desire to confer content and face validity of the research items especially where there are no existing data collection instruments as was the case in this study (Linstone and Turoff, 1975; Gordon, 1994; Rowe and Wright, 1999 Charter, 2003). Below are studies that have used the Delphi Technique in the manner this study went about in conferring validity.

Table 3.3: Sample of Studies Using the Delphi Technique

Author	Study
Charter, R.A. (203).	A breakdown of reliability coefficients by test type and reliability method, and the clinical implications of low reliability
Santiago Mengual-Andrés et al., (2016)	Delphi study for the design and validation of a questionnaire about digital competences in higher education
Chover-Sierra, E et al., (2017).	An instrument to measure nurses' knowledge in palliative care: Validation of the Spanish version of Palliative Care
Gilson, N et al., (2009).	The International Universities Walking Project: Development of a framework for workplace intervention using the Delphi technique
Hasson, F et al., (2000). Keeney, S et al., (2006).	Research guidelines for the Delphi survey technique Consulting the oracle: Ten lessons from using the Delphi technique in nursing research
McKenna (1994).	The Delphi technique: A worthwhile research approach for nursing
Okoli et al., (2004).	The Delphi method as a research tool: An example, design considerations and applications.

Each person who was involved in the Delphi, including the researcher, collaborated in developing the new questionnaire, defining its structure and main characteristics, selecting the items, and reviewing them. The Delphi was applied as follows. The initial constructs and internal validity of each measurement scale was broadly supported by the research literature from which it was derived. A draft questionnaire was then developed to be validated by experts in marketing.

3.8.1 Selection of Delphi Participants

Twelve participants were contacted based on the premise that they were practitioners and lecturers and ought to have had more than five years of experience in their field of marketing. The 12 participants comprised four lecturers at Zambia Centre for Accountancy Studies (ZCAS) and 8 Doctor of Philosophy (PhD) students at University of Lusaka and University of Zambia.

The participants were invited to participate in the study directly by e-mail. Together with the e-mail, a letter of introduction to the survey was sent informing about the study and an information sheet describing the characteristics of the study, the objectives of the research, as well as the selection criteria, the confidentiality of the data, and the voluntary nature of the study. The participation of this group of participants was carried out voluntarily, anonymously, and confidentially using a questionnaire through the Google Forms platform. Before disseminating the first survey, the participants identified were asked to accept the Declaration of Consent if they were interested in participating in the study according to the guidelines given by the University of Zambia Research Ethics Committees.

3.8.2 Application of the Delphi Method

The conventional Delphi method was used through an iterative process in which participants were consulted in two rounds (see Hasson et al., 2000). Two rounds are sufficient to reach a consensus, allowing adequate reflection on the group's responses. The rounds were developed through different phases from April 2022 to May 2023. This first phase of construction of a questionnaire is addressed to the participants, who were asked to evaluate both the relevance and comprehensibility of each of the items using a Likert-type scale between 1 (strongly disagree) and 5 (strongly agree) to clarify the aspects and form of the future questionnaire.

A qualitative question on the relevance and clarity of the sections was also added, in addition to criteria of completeness, wording, and structuring of each item. Secondly, the responses of the group of participants were received. Subsequently, an online discussion group using Zoom app. was held, where suggestions were considered. Finally, the

participants' responses were collected, integrating the pertinent modifications, and the final version of the questionnaire was defined. For this activity, communication with the participants took place from 7th April 2022, when the cover letter for acceptance of participation in the study was disseminated. The first round was made on the 14th of April 2022, while the second round was issued on April 21st 2022 and finally closing on the 25th of April, 2022.

Round 1: Content Validity/Linguistic Validity

The first round of consultation was used to evaluate the content validity (appropriateness) and linguistic validity (comprehensibility) of each item. After this first round, the number of items considered in the second round was significantly reduced.

Round 2: Content Validity Assessed

In the second round, the content validity of the items was evaluated (although in some cases there were still some items with adequate content validity but low scores in comprehensibility that were re-evaluated for comprehensibility).

Content Validity Analysis

The content validity of the questionnaire was analyzed by calculating the content validity index and Aiken's V value for each item. Aiken uses the calculation formula $V = S / [n(c-1)]$, where V is the value of the validity coefficient of Aiken, S is the value of the rating scale minus 1, n is the number of assessors or experts used in the validation, and c is the highest score in the rating scale. A minimum CVI and Aiken's V value of 0.6 was established to include the items in the questionnaire, the criterion used to select the items. Based on the participants' scores, the indicators were calculated. Following the methodology described by Polit and Beck (2006), and used by other authors (Charter, 2003; Chover-Sierra et al., 2017; Orts-Cortés et al., 2013; Squires et al., 2013), three indicators of content validity were calculated for each item (CVI, kappa coefficient (k), and Aiken's V), based on the ratings made by the group of participants. Kappa coefficient was used as a measure of agreement with the construct among participants.

In this sense, the panel of experts made a quantitative and qualitative contribution that allowed for improving the tool (Keeney et al., 2006), obtaining very positive values in all dimensions and their assessment category, namely, the relevance of the reference question and its response category, and relevance to the object of research, clarity, adequacy and comprehension of the wording, structure, and sequence of dimensions and questions. After content validation by experts, a final questionnaire was developed, which is in the process of analyzing other marketing strategy and marketing function properties.

However, this questionnaire needed to be pilot tested. Before the pre-testing, three doctoral students and three senior lecturers with knowledge in marketing were invited to comment on the questions and wordings. The comments of these individuals provided a basis for revisions and construct measures once the items of the questionnaire were appraised. Piloting was carried out to test the reliability of the instruments with ten MSMEs in who did not form part of the study (Polit et al., 2001; Teijlingen et al. 2001).

The questionnaire was pre tested in Kabwe town which is not part of the study setting. A different location than Lusaka or Copperbelt was chosen to increase sample adequacy for purposes of undertaking a regression analysis as some cases in the two locations would not have been included after the pilot. If this was done, it could have reduced the sample size's power analysis. Researchers propose that for regression analysis to yield ideal results, a researcher needs 10 observations for every variable (Fraley and Vazire, 2014; Peduzzi et al., 1996; Shieh, 2009). In addition, Kabwe is an urban place and does not have a varying social economic or cultural outlook that is different from Lusaka and the Copper belt towns. Further, Teijlingen and Hundley (2001) argue that the main problem of pilot study is the contamination of the main study. Therefore, taking into account that the data for this study was through associations' registers, conducting a pilot in the same areas as the main study could have resulted into contamination of the main study as chances picking the participants already participated in the in pilot would have been high. The pre-testing focused on instrument clarity, question wording and validity. The pilot experience helped in assessing the feasibility of a (full-scale) study (Polit et al., 2001; Teijlingen et al. 2001). The researcher had an opportunity to perfect the questionnaire with a view to determine whether or not the items (questions) were inappropriate or too complicated (Baker 1994; de Vaus, 2014). During the pilot study, the researcher had an opportunity to eliminate or refine or re order the questions/items (Joppe, 2000; van Teijlingen et al. 2015).

3.9 Data Collection

The observed variables that were cleaved in the survey questionnaire are based on the subjective approach. The justification for the subjective measure, as Foreman-Peck et al. (2006) argue, is the lack of the data that many MSMEs are willing or obliged to provide on the spot or put in the public domain. Additionally, previous researches have noted that objective measures correlate to objective measures (Sin et al., 2005; Tajeddini, 2010; Tajeddini and Trueman, 2012). A survey design with a quantitative approach was applied to this study in order to obtain sufficient data on the variables of interest. In the present study, a closed- ended (structured) self-administered questionnaire was used to collect data from the respondents. This is because a closed- ended questions are easy to administer and usually evoke a rapid response (Schmidt and Hollensen, 2006). MSMEs have their credentials with the associations and their places of business were known. The researcher was availed e emails by the association's secretariat. For these, a google form was designed an administered to them. For those that did not have email addresses, the associations' contact persons administered hard copies on behalf of the researcher. The filled in hard copies questionnaires were later returned to the Associations where the researcher collected them from. As for the google forms, the researcher was able to download them and transfer then into excel and later into SPSS.

Out of the 235 questionnaires which were expected, 33 declined to be part of the study whereas 25 questionnaires were excluded as they were incomplete. This left 177 Questionnaire which this study is about. The response rate (75.3%) for this study was satisfactory and has adequate power to detect small effects. Data was collected over three months from June 2022 to August 2022.

3.10 Data Analysis

The collected data was coded, and entered into Statistical Package for Social Sciences (SPSS) version 22 for analysis. Categorical variables were described using absolute/relative frequency distribution, measures of central tendency/location like mean (standard deviation)/median. The association was assessed using Chi-square test. Ordinal regression was performed and the design was based on the methodology of McCullagh (1980, 1998). Ordinal logistic regression allowed the researcher to model the dependence

of polytomous ordinal predictor response on a set of predictors which were ordinal. In several studies, the OLR model is frequently used when the response variable is ordinal (Adejumo and Adetunji, 2013; Fuks and Salazar, 2008). Research has argued that ordinal logistic regression is appropriate to model a relationship between an ordinal response variable and one or more explanatory variables. An ordinal variable is a categorical variable for which there is a clear ordering of the category levels. The explanatory variables may be either continuous or categorical. Moreover, it is possible that the independent variables can be used without the need for important assumptions such as multivariate normal distribution and homogeneity of variance and covariance of known groups (Akın and Şentürk, 2012: 184). This is because it is implausible to assume the normality and homogeneity of variance for ordered categorical outcome. Thus, the ordinal regression model becomes a preferable modeling tool that does not assume the normality and constant variance, but require the assumption of parallel lines across all levels of the categorical outcome (Popper, 1994; 2002; Travers et al., 2016; 2017). In this way, the study results could lead to a better understanding of the influence of the independent variable (marketing strategies) on the dependent variable (sales growth) see, Hales and Chakravorty (2006).

The ordinal logistic regression model is depicted below and shows a summary of the interaction between the dependent variable (response variable) - Y being MSME performance in particular sales growth in a year under review and independent variables (or covariate variables) being marketing strategies and denoted in the equation as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \varepsilon$$

Where Y is the predicted value (MSME performance- sales growth) of the dependent variable, β_0 is the Y intercept, the X s represent the various independent variables and the β s were the coefficients assigned to each of the independent variables during regression and ε was the error term.

The regress and (dependent variable) in this study is sales growth which is being measured on scale 1 to 5, to indicate the sales growth that an MSME recorded in a year.

The regressors (independent variables) include the following:

- a) Using fliers
- b) Using postcards
- c) Using WhatsApp

- d) Using radio
- e) Using television
- f) Using local events (shows/expo)
- g) Using websites
- h) Using Facebook
- i) Using bill boards
- j) Using Instagram
- k) Using newspaper
- l) Using mobile marketing
- m) Using face to face (word of mouth, door to door)
- n) Using email

3.10.1 Procedure for conducting Ordinal Regression

Ordinal regression was as a predictive analysis to explain one dependent variable, the level of sales growth an MSME recorded in the year under review. This was measured on an ordinal five- point scale. It was correlated with fourteen ordinal independent variables (statistically it is polychromous ordinal).

In this study, 177 respondents were subjected to fourteen predictors. The researcher desired to know how these predictors influence the outcome which is the sales growth. To arrive at the response to the above question, ordinal regression was used. The procedure below was applied.

3.10.1.1 Using the ordered logit models

In statistical modelling, identifying the correct model is the first step to be considered when the researcher is interested in developing a model with a high degree of validity and goodness. The best-suited model is mainly structured according to the nature of the dependent variable in the data. Qualitative dependent outcomes with many levels, usually with more than two categories, were analysed by using the model presented in Table3.3. The formula of the ordered logit model is outlined as follows:

Consider Y is the ordered dependent variable, and $K + 1$ is the ordered group which is defined as follows:

$$P(Y \leq j) = P_1 + \dots + P_j \quad 1$$

The cumulative logit is incorporated to account for the ordering as follows.

Suppose that $K + 1$ is the ordered level of the variable which is stated as

$$\text{Odds}(Y \leq j) = \frac{P(Y \leq j)}{1 - P(Y \leq j)} = \frac{P_1 + \dots + P_j}{P_{j+1} + \dots + P_{K+1}} \quad 2$$

$$\text{Logit}(Y \leq j) = \ln\left(\frac{P(Y \leq j)}{1 - P(Y \leq j)}\right) \quad j=1, 2, \dots, k \quad 3$$

Then, the cumulative logit model for an ordinal dependent variable is given by

$$\text{Logit}(Y \leq j) = \alpha_i + \beta_{1j}X_1 + \dots + \beta_{kj}X_k \quad j=1, 2, \dots, k \quad 4$$

Where Y is the ordered variable, α_i is the constant term, and β 's are the coefficients of the logit model (estimates of the parameters for the independent variables X_1, X_2, \dots, X_k).

The cumulative logit (odds) are consequently estimated by

$$\text{Odds}(Y \leq j) = \exp(\alpha_i) + \exp(\beta_{1j}X_1 + \dots + \beta_{kj}X_k) \quad 5$$

From the above equations, it could be concluded that the odds were proportional. Consequently, the proportional odds model is commonly investigated and can be written as

$$Y_i = \beta_i X + e_i \quad 6$$

Because the dependent variable (Y) is divided into categories, we can rewrite Eq. (6) as follows:

$$K_x(x) = \ln\left[\frac{P(Y \leq i)}{x} / \frac{P(Y > i)}{x}\right] \quad 7$$

Therefore,

$$\ln\left(\frac{\sum P(\text{event})}{1 - \sum P(\text{event})}\right) = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_k X_k \quad 8$$

The formula in Eq. (8) is defined as the ordered logit (ordinal logistic) model for K independent variables and $(P-1)$ subgroups of the Y -variable, in which α is the threshold parameter, β_1, \dots, β_K are the location parameters, and X_1 to X_k are the risk variables. The ordered logit model can assume any type of independent data. Categorical, continuous, or ordinal data could be included in the model (Powers and Xie, 2000). In terms of the

assumptions required for running the OLM, the following were the most conditions that were considered. (1) The dependent variable should be ordered categorical and easily coded. (2) OLM can assume one or many explanatory variables that could be nominal, ordinal, or continuous. (3) The multi collinearity among the IVs should be absent. (4) Proportionality of odds assumption which is the most one to be investigated and tested in OLM. The proportional odds assumption implies that every explanatory variable should have a similar effect at every cumulative odds of the ordered dependent variable (Borooah, 2002). This assumption was tested using the likelihood ratio test (LRT), comparing the baseline model against the full-fitted model. A non-significance statistic reveals that the assumption of proportionality was met, and the odds ratios are interpretable.

The threshold parameters and, consequently, the estimated probability for a certain level of actual milk yield were computed for the current datasets. Firstly, consider the following general linear model:

$$Y = \sum_{k=1}^K \beta_k X_k + e \quad 9$$

Where β and e represent the weights of the independent variables X 's and residuals respectively. For the studied OLM, there was a specific order among the categories of the dependent variable. Suppose that the outcome variable has ordered levels J ; then, the link function between these levels and the coefficients can be denoted by the following equations:

$$y_i = 1, y_i = 2, y_i = 3, y_i = j, Y \leq \mu_1, \mu_1 \leq Y \leq \mu_2, \mu_2 \leq Y \leq \mu_3, \mu_{j-1} \leq Y, \text{ where } [i=1, 2, 3, \dots, N]$$

Where μ constitutes the threshold parameter which discriminates the latent ordered structure. The estimated probability for the OLM for a given dependent level based on the independent variables could be stated as follows:

$$P(y=j/X_k) = F(\mu_j - \sum_{k=1}^K \beta_k X_k) - F(\mu_{j-1} - \sum_{k=1}^K \beta_k X_k) \quad 10$$

$$P(y \leq j) = P(Y \leq \mu_j) = \frac{\text{EXP}(\mu_j - \sum_{k=1}^K \beta_k X_k)}{1 + \text{EXP}(\mu_j - \sum_{k=1}^K \beta_k X_k)} \quad 11$$

Therefore, the estimated probabilities for the series of dependent variable categories can be given by Eqs. (12), (13), and 14 (Borooah 2002; Powers and Xie 2000; Akkus and Ozkoc 2018):

$$P(y=1)=\Omega(\mu_1-\sum_{k=1}^K\beta_kX_k)=\frac{\text{EXP}(\mu_1-\sum_{k=1}^K\beta_kX_k)}{1+\text{EXP}(\mu_1-\sum_{k=1}^K\beta_kX_k)} \quad 12$$

$$P(y=2)=\Omega(\mu_2-\sum_{k=1}^K\beta_kX_k)-\Omega(\mu_1-\sum_{k=1}^K\beta_kX_k)=\frac{\text{EXP}(\mu_2-\sum_{k=1}^K\beta_kX_k)}{1+\text{EXP}(\mu_2-\sum_{k=1}^K\beta_kX_k)}-\frac{\text{EXP}(\mu_1-\sum_{k=1}^K\beta_kX_k)}{1+\text{EXP}(\mu_1-\sum_{k=1}^K\beta_kX_k)} \quad 13$$

$$\text{Thus, } P(y=j) = 1 - \Omega(\mu_{j-1}-\sum_{k=1}^K\beta_kX_k) = 1 - \frac{\text{EXP}(\mu_{j-1}-\sum_{k=1}^K\beta_kX_k)}{1+\text{EXP}(\mu_{j-1}-\sum_{k=1}^K\beta_kX_k)} \quad 14$$

The number of threshold parameters is equal to the number of levels of the dependent variable minus one ($P - 1$). In addition, the threshold parameters were examined for their significance. The proved significance indicates that the model Y -variable had an ordered structure.

Odds ratio and goodness-of-fit tests

In order to interpret the ordered logistic regression, the Wald statistic was computed to determine the significant independent variables (IV) influencing the MSMEs performance (sales growth). For a given predictor and its levels, a P value ≤ 0.05 supports the significance of those factors. To quantify the contribution of each independent variable explaining the MSME performance, the odds ratio (OR) was estimated via the program syntax and command. OR is the probability of success (P) divided by the probability of non-occurrence ($1-P$). Practically, OR is the exponent of the coefficient of each explanatory variable, which is symbolised as $\exp(\beta)$ or (e^β) . Technically, each independent variable in the datasets was divided into subclasses called categories. A certain category was fitted as a reference or baseline level in which the OR was equal to one. Other categories of each independent variable were compared to the reference group of that variable. The computed OR which is greater than one indicates a positive association, while OR less than one implies a negative association. The quality and goodness-of-fit of OLM models in the present study were assessed using R -squared-based measures such as Cox and Snell R^2 , McFadden estimates, as well as Nagelkerke R^2 . These estimates measure the amount of variation in percentage in the ordered dependent variable accounted for by the explanatory variables (Field 2005). Additionally, the overall goodness-of-fit of the OLM was outlined using the Hosmer-Lemshow test (Hosmer and

Lemshow, 2002). The test is chi-square distributed with $Q-2$ degrees of freedom, where Q is the group interval in the dataset. A non-significant P value ($P > 0.05$) indicates that the OLM performs well and could be utilised for predictive purposes. Among the important model fitting information, the likelihood ratio test (LRT) was applied to ascertain how well the OLM fit to the current milk yield datasets. The LRT is basically built on the $-2 \log$ -likelihood criterion. This $-2LL$ value is a monitor for the amount of residuals that existed in the OLM. Small values of $-2LL$, along with significant P values ($P < 0.05$), indicate a good fitting OLM. Moreover, the $-2LL$ estimate is called the deviance because it compares the base model, the model with only intercept, against the full model (the OLM with all explanatory variables). The LRT is also chi-square distributed (with $DF = K$ of base model $-K$ of the full model, where K is the estimated parameters in the OLM) and can be formulated as follows:

$$\chi^2 = [-2LL(\text{basemodel})] - [-2LL(\text{fullmodel})]$$

In addition, the OLM was assessed in terms of its validity for classification of the current dataset's observations and further prediction of new cases using the percentage of correct classification, shortly named the classification rate. The percent of correctly classified cases was estimated through generating the confusion matrix using SPSS and Minitab statistical packages.

Running the OLM and statistical analysis

The datasets of this study were analysed using SPSS. The analytical procedures were summarised as follows: (a) conducting the output management system (OMS), (b) running the PLUM steps with SPSS syntax for categorical explanatory variables that have more than two categories, (c) getting the parameter estimates of PLUM via OMS, and (d) generating the odds ratio and their corresponding confidence intervals using SPSS commands. It ought to be remembered that the design of Ordinal Regression is based on the methodology of McCullagh (1980, 1998), and the procedure is referred to as PLUM in the syntax. By demonstrating these steps, the maximum likelihood estimates of the base model, Wald statistics, and odds ratio were denoted. The OLM is based on the maximum likelihood estimation using the link function. The higher categories for all variables were fitted to be the reference group.

3.11 Testing the Hypotheses

A crucial step in hypothesis testing in this study is finding the likelihood of the sample result if the alternative hypothesis were false. This probability is the p value. A low p value means that the sample result would be unlikely if the alternative hypothesis were false and leads to the rejection of the alternative hypothesis. A high p value means that the sample result would be likely if the alternative hypothesis were false and leads to the retention of the alternative hypothesis. But the question normally is how low must the p value be before the sample result is considered unlikely enough to reject the alternative hypothesis? In alternative hypothesis testing, this criterion is called α (alpha) and in this study, it is set to 0.05. If there is less than a 5% chance of a result as extreme as the sample result if the alternative hypothesis were false, then the alternative hypothesis is rejected. When this happens, the result will be determined to be statistically significant. If there is greater than a 5% chance of a result as extreme as the sample result when the alternative hypothesis is false, then the alternative hypothesis will be retained (Cohen, 1994). This does not necessarily mean that the researcher accepts the alternative hypothesis as false—only that there is no currently enough evidence to conclude that it is false (Agresti, 1996, 2002; Lial, 1994).

3.12 Reliability Analysis

Since the tool that was used was novel, the study included a reliability analysis of questionnaire items. Cronbach's alpha coefficient was used to ensure reliability. In respect to the measure of reliability, a reliability analysis based on determining the internal consistency of items was performed during analysis of data (Nunnally and Bernstein, 1994; Tavakol and Dennick, 2011). In this study, Cronbach's internal consistency alpha coefficient was set at ± 0.7 or higher (see Bland and Altman, 1997; Nunnally and Bernstein, 1994; Tavakol and Dennick, 2008). Cronbach's alpha is a measure of internal consistency. That is, how closely related a set of elements are as a group. This is used as a measure of scale reliability. A factor analysis was performed to examine the underlying reliability patterns of the measurement scales. Validity of the tool (questionnaire) was assessed. Cronbach (1951); Nunnally and Bernstein (1994); Tavakol and Dennick (2008) and George and Mallery (2003: 231) provide the following rules of thumb: " $\alpha > 0.9$ = Excellent, $\alpha > 0.8$ = Good, $\alpha > 0.7$ = Acceptable, $\alpha > 0.6$ = Questionable, $\alpha > 0.5$ = Poor,

and $\alpha < 0.5 = \text{Unacceptable}$ ". All Cronbach's Alpha (α) values were above the minimum threshold of 0.70, meaning there is a high degree of internal consistency (George and Mallery, 2003; Pallant, 2016). Thus, the closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. The Cronbach's Alpha results obtained were good and acceptable as shown in table 3.4 below.

Table 3.4 Cronbach's alpha coefficient

Section	Number of questions	Cronbach's alpha
Use of marketing strategies	14	0.800
Using marketing strategies over the past one year	14	0.851
Preferred area of marketing strategy's domain of performance	5	0.855
Total	33	0.822

3.13 Ethical Issues

Verbal consent

Participants were invited to participate voluntarily in this study following a written consent. Further, they were guided not to feel obliged to complete the questionnaire and that they might withdraw from the study at any point in time if they so wished. This is in line with Carver et al. (2011), who posit that participants may be asked to withdraw from the study at any point as they were not obliged to. Participants provided informed consent and then completed the questionnaire.

Confidentiality

Participants were informed that all information was treated with strict confidentiality and used only for research purpose. This approach was in line with Carver et al. (2011) who state that participants' information should be treated with strict confidentiality and must be used for the purpose it was provided for.

Anonymity

Anonymity was ensured. The questionnaire required no names of respondents. Participants were asked to complete the questionnaire anonymously and submit online. For those that did not respond online, they were asked to place the completed questionnaire in a sealed plain envelope provided for return to the researcher and drop them in the available box at their associations' secretariat. Subsequent uses of records and data would be subject to standard data use policies, which protect the anonymity of individuals and institutions.

Participants were instructed that if they did not wish to participate, then they could send an email to stated so, while those who opted to respond on a hard copy could place a blank/ uncompleted questionnaire in an envelope and return to the researcher through their association secretariats.

3.14 Chapter Summary

The study employed a quantitative research design anchored on induction and deduction approach culminating into a pragmatic outcome. Data was collected from members of the MSMEs associations in Lusaka and Copperbelt provinces. A closed- ended (structured) self-administered questionnaire was used to collect data from the respondents using google form for respondents with e- mail addresses and hard copies for respondents without email addresses. The collected data was coded, and entered into Statistical Package for Social Sciences (SPSS) version 22 for analysis. Ordinal regression was used to analyze the influence of the independent variables (marketing strategies) on the dependent variable (sales growth as a measure of performance). The chapter that follows presents the findings of the study.

CHAPTER 4 – PRESENTATION OF FINDINGS

4.1 Introduction

This chapter presents the research findings which are structured around the research questions. This is in accordance with De Vaus (2014)'s advice that the study's findings should provide answers to the research questions. The main purpose of the study was to develop a marketing strategy model to enhance the performance in particular the sales growth of the MSMEs in Zambia. This study was guided by the four research objectives: to examine the hierarchy of the marketing strategies applied by MSMEs in Zambia, to establish the marketing functions of the marketing strategies applied by MSMEs in Zambia, to determine the levels of sales growth among MSMEs in Zambia and to determine the influence of marketing strategies on performance, in particular the sales growth among the MSMEs in Zambia. Descriptive and inferential statistics have been used to present the findings of the study.

The first section begins by giving background information of the respondents while the second part is a presentation of the research findings in relation to four research objectives of the study. This is followed by chapter summary.

4.2 Descriptive Statistics

Descriptive statistics for the sample are shown in Table 4.1. A total of 235 questionnaires were administered and the study managed to obtain 177 completed questionnaires representing 75.3% response rate. The questionnaire contained questions that addressed the objectives of the study. The questionnaire was answered by the MSME owner or a manager with complete information about the firm. This was to ensure the information obtained is accurate and reliable. The findings are from a systematic random sample to allow the inclusion of MSMEs based on the typology of MSMEs as described by ZDA (2007). The sample was composed of a population above the youthful age whose mean age was 39.58 (± 7 SD). The youngest was 27 and the oldest was 57. The gender composition was rather very unequal. Just over half $n = 106$ (59.9%) of the respondents were male and $n = 71$ (40.1%) were females. This is an indication that the researcher observed gender balance in the administration of questionnaires. However, this gender difference was significant as the study indicates that most of the respondents were males.

The study also desired to find out whether the respondents were the owners or managers. The study found out that the majority of the respondents were managers n = 124 (70.1%) while the owners were n = 53 (29.9%).

Further, respondents were requested to indicate their highest level of education. This part was important because it has an impact on the way the respondents interpret the questions. The study found out that the distribution in terms of education was rather sparse. Grade 7s were rather insignificant as they accounted for only n = 2 (1.1%), while College diploma holders accounted for the maximum number n = 68 (38.4%). The findings of the study are indicated in Table 4.1 below.

Table 4.1: Demographic Profile of Respondents

<i>Demographic Variable</i>	<i>Frequency</i>	
	<i>n</i>	<i>%</i>
<i>Gender</i>		
Female	71	40.1
Male	106	59.9
<i>Respondent Type</i>		
Owner	53	29.9
Manager	124	70.1
<i>Education level of respondent</i>		
Up to grade 7	2	1.1
Secondary Education	37	20.9
College Certificate	36	20.3
College Diploma	68	38.4
Bachelor's Degree	34	19.2

4.3 MSME Economic Profile

This section offers a description of economic profiles of MSMEs. These include coverage of respondents by position, number of employees in business, source of business capital and the business sector.

4.3.1 Ownership

In this section, the researcher sought to know the business ownership type. The findings of the study indicate that MSME ownership was dominated by joint ownership n = 124 (71.1%). However, joint family ownership n = 93 (52.5%) was more common than non-family joint ownership n = 31 (17.5%). Sole ownership accounted for just over a quarter n = 53 (29.9%) of MSMEs. The results are shown in Figure 4.1 below.

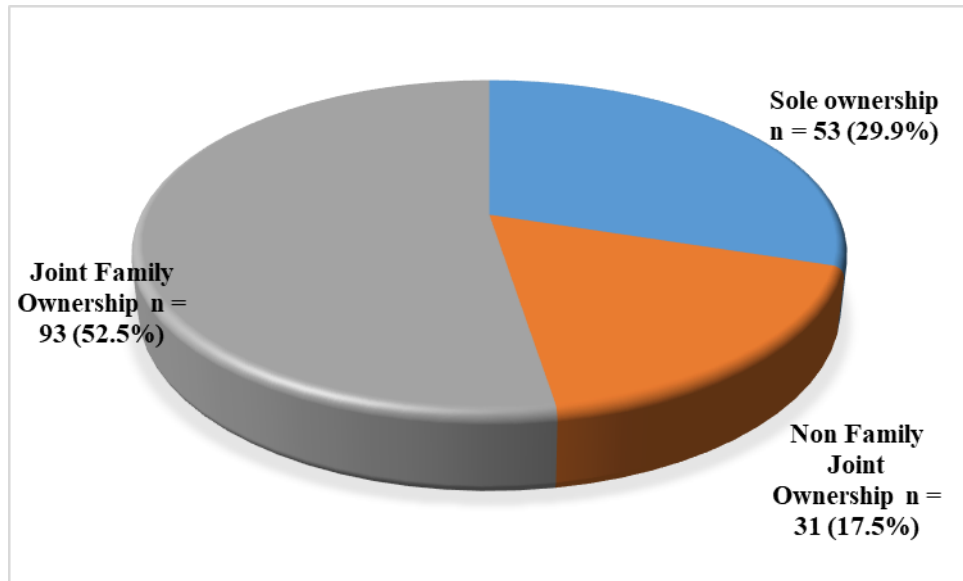


Figure 4.1: Ownership of MSME

4.3.2 Number of employees in business in the MSMEs and Period of Operation

The study further sought to know the size of the businesses by the number of employees. The study established that majority of n= 126 (71.8) of the businesses had employees less than 20. About half n = 88 (49.7%) were small enterprises and the other half was spaced between medium n = 37 (20.9%) and micro enterprises n = 52 (29.4%). This indicates that most of the businesses are micro businesses and small with less than 20 employees.

Further, the study wanted to know the number of years the businesses had been in existence. The results indicate that n=42 (23.7) had been in existence for over 15 years, followed by over half n = 108 (61%) that had been in business for 6 -10 years. Only n= 27 (15.3%) had been in existence for 2-5 years. This indicates that the businesses have been around long enough to understand the issues sought by the researcher. The findings are as shown in Table 4.2 below.

Table 4.2: Number of employees in business in the MSMEs

<i>Number of employees in business</i>	<i>Frequency</i>	
	<i>n</i>	<i>%</i>
<i>Classification of MSMEs</i>		
Micro enterprise	52	29.4
Small enterprise	88	49.7
Medium enterprise	37	20.9
Total	177	100
<i>Duration the MSME was in Business</i>		
2-5 years	27	15.3
6-10 years	108	61.0
above 15 years	42	23.7
Total	177	100

4.3.3 Source of Capital

Respondents were asked to report on source of business capital. Two sources of business capital were determined and these are start-up capital for the business and ongoing capital for business sustainability. Sources of start-up capital were noted. However, the dominant source of start-up capital was the family as it accounted for just over half $n = 103$ (58.3%) of the respondents. Only $n = 10$ (5.7%) obtained their start-up capital from the financial institutions (Micro-Finance and Commercial Banks). Regarding ongoing capital for business sustainability in the current year, nearly every MSME $n = 165$ (93.2%) was relying on business profit than on the family and micro finance institutions. Only $n = 2$ (1.1%) obtained their on-going capital from the Micro- Finances. This implies that most of the respondents obtain their initial capital and ongoing capital from sources that attract little or no interest rates. The study findings are shown in Table 4.3 below.

Table 4.3: Business capital

	<i>Frequency</i>	
	<i>n</i>	<i>%</i>
<i>Source of start-up capital for business</i>		
Pension Or Gratuity	35	19.8
Family	103	58.2
Friends	29	16.4
Micro Finance Institution's	4	2.3
Banks	6	3.4
Total	177	100
<i>Ongoing capital for business sustainability the current year</i>		
Business profits	165	93.2
Family	10	5.6
Micro finance institutions	2	1.1
Total	177	100.0

From the table, the amount of financing from source for business sustainability in the current year was mainly from business profits (n = 165) and it accounted invariably for 11-20% and 21-30% of business financing. The family and Micro finance institutions fared poorly in terms of amount of financing from source for business sustainability in the year under review. The findings are shown in Table 4.4 below.

Table 4.4: Source of ongoing capital for business sustainability for the year under review

		Amount of financing from source for business sustainability the current year			Total
		less than 10%	11-20%	21-30%	
Source of ongoing capital for business sustainability the current year	Business profits	36	96	33	165
	Family	6	4	-	10
	Micro finance institutions	2	-	-	2
Total		44	100	33	177

4.3.4 Business sector of the MSMEs

Respondents were asked to indicate the sector of business they were operating in. The distribution of respondents according to MSMEs in this study shows some considerable

number to be in manufacturing, n= 51 (28.8%), seconded by n= 49 (27.7%) in trade. The service sector was third with n=39 (22%), while agriculture stood at n= 33 (18.6%) and mining recorded the lowest at n=5 (2.8%). The study findings imply that the majority of the MSMEs were in manufacturing business, followed by trade. This indicates that the study sought answers from respondents' who engaged in different business activities. These study findings are shown in Table 4.5 below.

Table 4.5: Profile of MSMEs by business sector

<i>Business sector</i>	<i>Frequency</i>		<i>Nature of businesses</i>
	n	%	
Trade	49	27.7	Consumable products (retail and Wholesale) Hardware Auto-spares Clothes Restaurants and food production Butchery
Service	39	22	Financial services Telecommunication services Business centres Cleaning services Hair salons and barbershops Guest houses
Manufacturing	51	28.8	Textile products Carpentry and other wood based business Light engineering and metal fabrication Food processing Leather products Handicrafts Block making Ceramics Essential oils
Agriculture	33	18.6	Crop husbandry Animal husbandry Aquaculture
Mining	5	2.8	Small scale mining Small scale quarrying

4.4 Marketing Strategies MSMEs apply in their Businesses

This section evaluates the first research question (1). What is the hierarchy of marketing strategies that MSMEs apply in their businesses in Zambia? This question had 14 marketing strategy variables. Each variable was assessed on a five- point scales as follows: 1 for far Less Used (FLU), 2 for less used (LU), 3 for used to some extent (UTE), 4 for much used (MU) and 5 for very much used (VMU). Below are descriptive of each marten item. Recognising that with Likert scale data a researcher cannot use the mean as a measure of central tendency as it has no meaning i.e. what is the average of far less used and very much used, the most appropriate measure is to sum up each respondents scores over the 14 variables and compute the composite score. The composite scores are used to render a trait of use of marketing strategies. Before computing the composite scores and showing the traits, the researcher displays the distribution of responses. Two sections are covered under 4.4.1 and 4.4.2. The first relates to marketing strategies in the previous financial year while the second is about marketing strategies in the current year or the year under review.

4.4.1 Marketing Strategies Used in the Previous (Past) Financial Year

In order to determine the usage of marketing strategies, the researcher applied ‘the decision rule applied by Clason and Dormody, (1994). In this decision rule, the researchers opted not to consider the median response (in this case “used to some extent” as it was a neutral response. Clason and Dormody (1994) then weighed the responses to the left and the right of the median. The side with the highest frequency then was considered for an opinion. A review of Table 4.6 shows that in the previous year, out of fourteen (14) marketing strategies that were assessed, only five (5) were dominant. This meant that these five marketing strategies were the most preferred by the MSMEs. In terms of ranking, the marketing strategies ranked as follows: number 1 was Facebook, number 2 was Radio, number 3 was Newspaper, number 4 was WhatsApp and number 5 was Face to Face (word of mouth, door to door). These marketing strategies had more than half respondents using them and are shown by asterisk marks in Table 4.6 below.

Table 4.6: Distribution of Responses of Marketing Strategies Used in the Previous (Past) Financial Year

<i>Marketing Strategy</i>	<i>Frequency</i>					Σ of <i>MU</i> and <i>VMU</i>	<i>Ranking</i>
	<i>FLU</i>	<i>LU</i>	<i>UTE</i>	<i>MU</i>	<i>VMU</i>		
Using fliers	73	23	44	19	18	37	8
Using postcards	102	46	9	20	-	20	11
Using WhatsApp	-	-	30	30	58	88*	4
Using radio	13	28	30	80	26	106*	2
Using television	30	13	58	64	12	76	6
Using local events (shows/expo)	103	32	10	10	22	32	9
Using websites	52	62	39	15	9	24	10
Using Facebook	17	10	23	44	83	127*	1
Using Bill boards	84	47	46	-	-	-	12
Using Instagram	63	79	35	-	-	-	12
Using newspaper	2	15	61	12	87	99*	3
Using mobile marketing	87	18	52	14	6	20	11
Using Face to face (word of mouth, door to door)	-	47	46	84	-	84*	5
Using e mails	68	10	31	40	28	68	7

Using the composite scores, it was then possible to determine the overall level of use of the 14 marketing strategies. The sample mean score was 41.8 and this was lower than the normal population threshold means score 51. The acceptable composite score is ≥ 51 but ≤ 85 (see Table 4.7).

Table 4.7: Measures of Dispersion and Variation of Marketing strategies Used in Previous Financial Year

Mean	Median	Mode	SD	Min	Max
41.8	41.0	34	7.4	27	64

The 14 items were considered as a package of available marketing strategies. Three categories were developed as follows:

- a) A score from 17 to 38 was graded as low use of marketing package;
- b) A score from 39 to 63 was graded as moderate use of marketing package and;
- c) A score from 64 to 85 was graded as high use of marketing package.

Generally, the use of marketing strategies in the previous year was categorised as moderate use of marketing package as $n = 111$ (62%) of the respondents assert as such, compared to $n = 66$ (37.3%) who showed low use of the marketing package. Figure 4.2 below shows the overall usage of the package. It is notable that the choice of marketing strategies among MSMEs for purposes of utilizing their resources to achieve their set goals and objectives is rather limited. (See Figure 4.2 below).

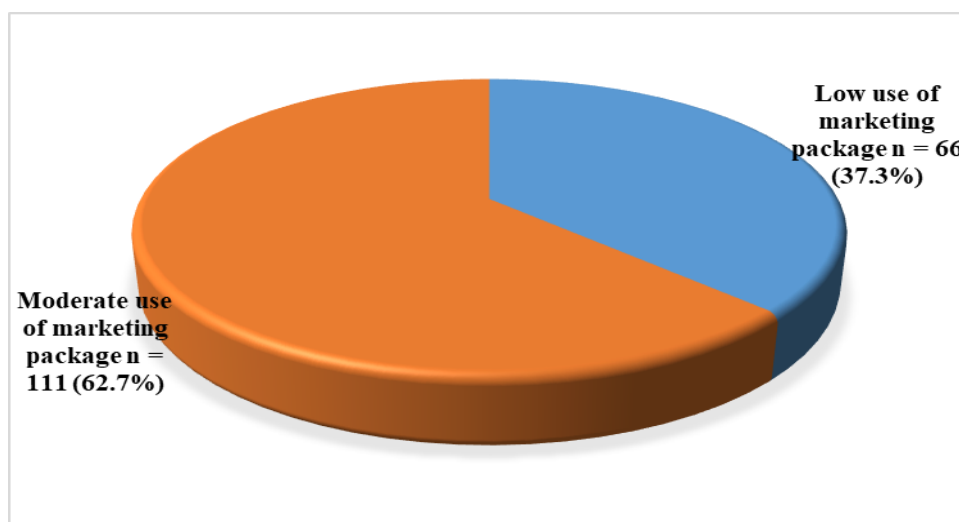


Figure 4.2: Overall use of marketing package in the previous year.

4.4.2 Marketing Strategies MSMEs Applied in the Current Year or the Year Under Review

This question had 14 marketing strategy variables. Each variable was assessed on a five - point scales as follows: 1 for far less used (FLU), 2 for less used (LU), 3 for used to some extent (UTE), 4 for much used (MU) and 5 for very much used (VMU). A review of Table 4.8 shows that in the year under review, out of fourteen marketing strategies that were assessed, only five marketing strategies were dominant. These means that the MSMEs only preferred to the 5 marketing strategies as channels to achieve their sales growth objective. In terms of ranking, these marketing strategies ranked as follows: number 1 is WhatsApp, number 2 is Facebook, number 3 is radio, number 4 is Newspaper and number 5 is Face to Face (word of mouth, door to door). These marketing strategies have more than half respondents using them and are shown by asterisk marks in Table 4.8 below.

Table 4.8: Distribution of Responses of Marketing Strategies Used in the Year Under Review

<i>Marketing Strategy</i>	<i>Frequency</i>					Σ of <i>MU and VMU</i>	<i>Ranking</i>
	<i>FLU</i>	<i>LU</i>	<i>UTE</i>	<i>MU</i>	<i>VMU</i>		
Using fliers	104	35	26	12	-	12	12
Using postcards	106	8	25	28	10	38	6
Using WhatsApp	8	12	10	18	129	147*	1
Using radio	16	24	19	8	110	118*	3
Using television	107	28	29	9	4	13	11
Using local events	94	19	31	30	3	33	8
Using websites	108	31	20	12	6	18	10
Using Facebook	32	13	5	15	112	127*	2
Using Bill boards	129	18	10	12	8	20	9
Using Instagram	55	72	13	20	17	37	7
Using newspaper	14	39	21	11	92	103*	4
Using mobile marketing	87	53	37	-	-	-	13
Using Face to face	-	-	76	101	-	101*	5
Using e mails	54	9	114	-	-	-	13

Therefore, using the composite scores, it was then possible to determine the overall level of application of the 14 marketing strategy variables. The sample mean score was 38.5

and this was lower than the normal population threshold mean score 51. The acceptable composite score is ≥ 51 but ≤ 85 (See Table 4.9).

Table 4.9: Measures of Dispersion and Variation of Marketing strategies Used in the Year Under Review

Mean	Median	Mode	SD	Min	Max
38.5	30.0	39	8.9	17	61

Generally, the use of marketing strategies in the year under review was categorised as moderate use of marketing package as $n = 90$ (50.8%) of the respondents assert as such compared to $n = 87$ (49.2%) who show low use of the marketing package. Figure 4.3 below shows the overall usage of the package.

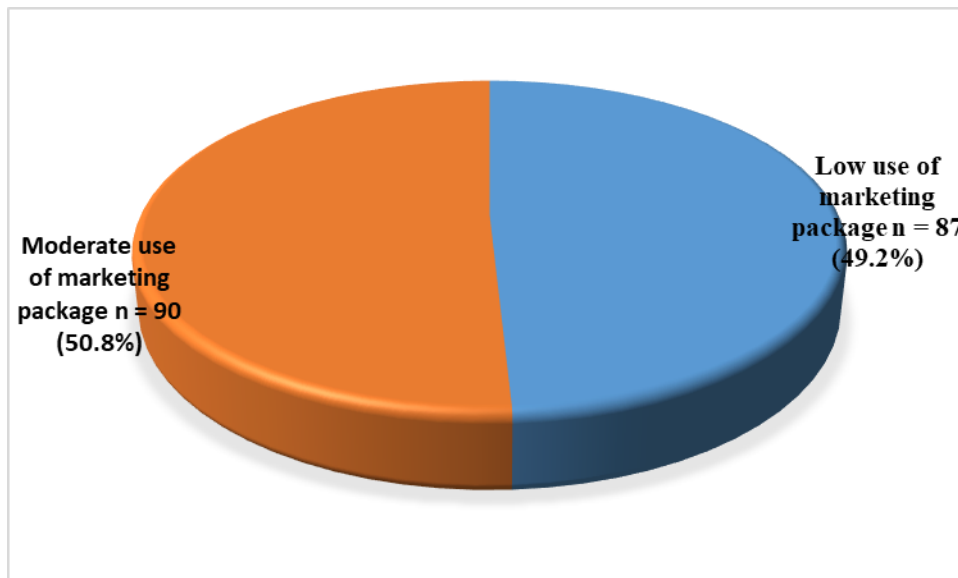


Figure 4.3: Overall use of marketing package the current year.

When a comparison was made between the previous and current year, it is observed that out of the five marketing strategies which were previously used; WhatsApp, Radio, Facebook, Newspaper and Face To Face (Word Of Mouth, Door To Door) had some increase in use in the current year. This indicated that the marketing strategies were beneficial to the performance of the MSMEs. The findings are shown in Table 4.10 below.

Table 4.10: Distribution of Responses of Marketing Strategies Used in Previous Financial Year and the Year Under Review

<i>Marketing Strategy</i>	<i>Frequency the previous year</i>					<i>Frequency in the year under review</i>				
	<i>FLU</i>	<i>LU</i>	<i>UTE</i>	<i>MU</i>	<i>VMU</i>	<i>FLU</i>	<i>LU</i>	<i>UTE</i>	<i>MU</i>	<i>VMU</i>
Using Fliers	73	23	44	19	18	104	35	26	12	-
Using Postcards	102	46	9	20	-	106	8	25	28	10
Using WhatsApp	-	-	30	30	58*	8	12	10	18	129*
Using Radio	13	28	30	80	26*	16	24	19	8	110*
Using Television	30	13	58	64	12	107	28	29	9	4
Using Local Events (Shows/Expo)	103	32	10	10	22	94	19	31	30	3
Using Websites	52	62	39	15	9	108	31	20	12	6
Using Facebook	17	10	23	44	83*	32	13	5	15	112*
Using Bill Boards	84	47	46	-	-	129	18	10	12	8
Using Instagram	63	79	35	-	-	55	72	13	20	17
Using Newspaper	2	15	61	12	87*	14	39	21	11	92*
Using Mobile	87	18	52	14	6	87	53	37	-	-
Using Face To Face (Word Of Mouth, Door To Door)	-	47	46	84*	-	-	-	76	101*	-
Using E Mails	68	10	31	40	28	54	9	114	-	-

4.5 Marketing Functions of Marketing Strategies

This section presents answers to the second research question “What are the marketing functions of the marketing strategies applied by the MSMEs in Zambia?” The assessment was on the role in managing several important marketing connections between the customer and critical firm elements or marketing strategies. The researcher wanted to find out the reason the MSMEs applied the marketing strategies. Respondents were expected to respond what they considered marketing was about under the following; creation of demand, customer satisfaction, increase market share and goodwill and public image. Market functions were assessed on a five-point ordinal scale as follows 1 for far less used for the role (FLU), 2 for less used for the role (LU), 3 for used to some extent for the role (UTE), 4 for much used for the role (MU) and 5 very much used for the role (VMU). Below are descriptive of each marketing function variable as presented in Table 4.11.

Table 4.11: Market functions of Marketing Strategies

<i>Market function area</i>	<i>Frequency</i>				
	<i>FLU</i>	<i>LU</i>	<i>UTE</i>	<i>MU</i>	<i>VMU</i>
In the last one year, the MSME has done marketing for the Creation of Demand: through finding out the preferences and tastes of the consumers/ informing customers on various goods and services.	52	9	39	62	15*
In the last one year, the MSME has done marketing for Customer Satisfaction: Studying the demands of customers before offering them any goods or services.	103	32	10	10	22
In the last one year, the MSME has done marketing in order to increase Market Share: i.e., increasing the ratio of sales to the total sales in the economy.	13	2	25	59	78*
In the last one year, the firm has done marketing for the creation of goodwill and public Image.	70	10	27	42	28

A review of Table 4.11 shows that MSMEs have a preference for two marketing functions. Out of four marketing functions that were assessed. MSMEs used their marketing strategies in combination with the desire to create demand and increase market share. The two variables of marketing functions that were standing out are shown by asterisk marks in Table 4.11 above.

Further, the researcher assessed the level of marketing functions by aggregating the scores of the four functions of marketing. The four functions of marketing were considered as a package from which an MSME would select the way to get sales growth once they have selected a channel (marketing strategy). The mean score was 14.3 (± 4.3 SD) and this fell within the moderate category. The assessment was also categorised based on ranges of scores which were determined *a priori* as follows:

- a) An MSME scoring from 5 to 11 was categorised as low use of marketing strategy package.
- b) An MSME Scoring from 12 to 18 was categorised as moderate use of marketing strategy package.
- c) An MSME Scoring from 19 to 25 was categorised as high use of marketing strategy package.

Since the researcher had set *a priori* the acceptable composite scores for market function of marketing strategies, a differential assessment was done using descriptive analysis and the ideal score ought to have been 19-25. The researcher opted to assess this differential using type of ownership and MSME Class. The following were observed;

a) Market function (package) by ownership.

The scores were all below the acceptable lower threshold of 19 as shown in table 4.12.

Table 4.12: Descriptives of Extent of Use of Marketing Package Function by MSME Ownership

Ownership of MSME		Statistic
Sole ownership	Mean	13.62
	Std. Deviation	5.10
	Median	13.00
Non-Family Joint Ownership	Mean	14.48
	Std. Deviation	4.50
	Median	13.00
Joint Family Ownership	Mean	14.67
	Std. Deviation	4.30
	Median	16.00

b) Market Function (Package) by MSME Class

The scores were all below the acceptable lower threshold of 19 as shown in table 4.13 below.

Table 4.13: Descriptives of Extent of Use of Marketing Package Function by MSME Sector

Classification of the MSME		Statistic
Micro enterprise (0 to 10 employees)	Mean	13.62
	Std. Deviation	4.80
	Median	11.00
Small enterprise (11 to 50 employees)	Mean	14.4
	Std. Deviation	4.0
	Median	14.5
Medium enterprise (More than 50 employees)	Mean	17.2
	Std. Deviation	4.1
	Median	16.00

4.6 MSME Performance

This section is about the third research question bordering on performance which is “What is the level of sales growth among MSMEs?” The researcher set to find out on the level of sales growth among the MSMEs. This is because increase in sales leads to the survival and growth of the MSMEs. Respondents were asked to rate on a scale of 5, the growth of sales they had over the past one year. MSME Performance was assessed as follows 1 for very low sales (VLS) 2 for low sales (LS) 3 for neutral (N), 4 for High sales (HS) and 5 for Very High Sales (VHS). Below are descriptive of performance in the year under review. A review of Table 4.14 shows that more than three quarters of the respondents’ n = 129 (72.9%) had high to very high sales of goods and or services in the year under review. Fewer respondent’s n = 25 (14.1%) had low to very low sales (See Table 4.14). This affirms that MSMEs were doing well in their sales.

Table 4.14: MSME Performance in the Current Year

MSME Performance in the current year	Frequency	
	N	%
Very low sales	16	9.0
Low sales	9	5.1
Moderate sales	23	13.0
High sales	43	24.3
Very high sales	86	48.6
Total	177	100.0

4.7 Influence of Marketing Strategies on Sales Growth

This section is set to answer the research question “What is the influence of marketing strategies on MSMEs performance in Zambia?” The researcher wanted to find out the role of marketing strategies on performance in particular sales growth among the MSMEs. In order to answer this research question, ordinal regression as a statistical technique that is used to predict behaviour of ordinal level dependent variable with a set of independent variables was performed (See Table 4.15). In the Case Processing Summary table, one sees the number and percentage of cases in each level of our response variable. One could see that all 177 observations in the data set were used in the analysis. The ordered logistic regression analysis shows the extent of use of marketing strategies. The outcome measure MSME performance in this analysis is sales growth. The response variable MSME performance in particular sales growth is going to be treated as ordinal under the assumption that the levels of performance has a natural ordering very low sales to very high sales but the distances between adjacent levels are unknown.

The Model fitting information table gives the -2 log-likelihood (-2 Log Likelihood, see Table 4.15) values for the baseline and the final model, and SPSS performs a chi-square to test the difference between the - 2 Log Likelihood for the two models. The statistically significant chi-square statistic ($p < .0005$) indicates that the Final model gives a significant improvement over the baseline intercept-only model. This tells us that the model gives better predictions than if we just guessed based on the marginal probabilities for the outcome categories.

Table 4.15 Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	
Intercept Only	430.400			
Final	297.824	132.577	46	.000

The chi-squared score test for the proportional odds assumption was employed to see whether the main model assumption was violated or not (McCullagh, 1980; Peterson and Harrell, 1990). The next table in the output is the *Goodness-of-Fit table* (Table 4.16). This table contains Pearson's chi-square statistic for the model (as well as another chi-square statistic based on the deviance). These statistics were performed to test whether the observed data are consistent with the fitted model. We start from the null hypothesis that the fit is *good*. If we do not reject this hypothesis (i.e. if the p value is large), then we shall have to conclude that the data and the model predictions are similar and that we have a good model. In this case, the p value is small in that it is $<.05$. We reject the assumption of a good fit as the model does not fit the data well. The results for the analysis suggest the model does not fit very well ($p<.0005$).

Table 4.16 Goodness-of-Fit

	Chi-Square	Df	Sig.
Pearson	1031.813	406	.000
Deviance	270.111	406	1.000

Before discussing Table 4.17, it would be ideal to get to linear regression. In linear regression, the R^2 (the coefficient of determination) tends to summarise the proportion of variance in the outcome that can be accounted for by the explanatory variables. R^2 values indicate that more of the variation in the outcome variable can be explained up to a maximum. This is not the case for ordinal regression models in that it is not possible to compute the same R^2 statistic. In ordinal regression, three approximations of coefficient of determination instead are computed as shown in Table 4.17. Out of the three values, we have selected to use the pseudo R^2 values using Nagelkerke. The value is = 56.7%. This value indicates that there is a strong relationship between marketing strategies and the sales growth. The reference Nagelkerke values are as follows: A common rule of thumb is to interpret R^2 values thus; a value of 0.2 or less indicates a weak relationship between

the predictors and the outcome. A value of 0.2 to 0.4 indicates a moderate relationship. A value of 0.4 or higher indicates a strong relationship (Nagelkerke, 1991).

Table 4.17 Pseudo R-Square

Cox and Snell	.527
Nagelkerke	.567
McFadden	.282

What one could say is that the high Pseudo R-Square indicates that the model containing marketing strategies is likely to be a good predictor of the outcome for any particular individual MSME. However, the parameter estimates Table (Table 4.18 extract from Appendix IV) is the core of the output, telling us specifically about the relationship between our explanatory variables (marketing strategies) and the outcome variable (levels of sales growth). The marketing strategies that have a link with high sales are presented as follows:

- 1) MSMEs considering radio impacting on levels of sales as high had a statistically significant effect, Wald $\chi^2(1) = 25.606$, $p = 0.001$.
- 2) MSMEs considering WhatsApp on levels of sales as high had a statistically significant effect, Wald $\chi^2(1) = 12.480$, $p = 0.001$.
- 3) MSMEs considering Facebook impacting on levels of sales as high had a statistically significant effect, Wald $\chi^2(1) = 5.702$, $p = 0.017$.
- 4) MSMEs considering Newspaper on levels of sales as high had a statistically significant effect, Wald $\chi^2(1) = 9.510$, $p = 0.001$.

Table 4.18: Parameter Estimates Pseudo R-Square

Marketing Strategy	Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
WhatsApp Very High volumes of sales	-11.256	3.186	12.480	1	.001	-17.501	-5.011
Radio High volumes of sales	-17.439	3.446	25.606	1	.001	-24.194	-10.68
Facebook High volumes of sales	-3.712	1.554	5.702	1	.017	-6.759	-.665
Newspaper Very High volumes of sales	-5.998	1.945	9.510	1	.001	-9.811	-2.186

Link function: Logit.

a. This parameter is set to zero because it is redundant.

4.8 Summary of the Findings

The study revealed that most of the MSMEs had been in business for a period between 6 and 10 years. Joint ownership $n = 124$ (71.1%) was dominant and within the sample, joint family ownership accounted for about half $n = 93$ (52.5%). Non-family joint ownership accounted for $n = 31$ (17.5%) and sole ownership accounted for just over a quarter $n = 53$ (29.9%). The number of employees varied widely with the majority $n = 126$ (71.8%) of MSMEs having employees under 20. Over half $n = 108$ (61%) of start-up capital was from family members and nearly every MSME $n = 165$ (93.2%) was relying on business profit for ongoing capital business sustainability. Out of fourteen marketing strategies that the MSMEs used, only five were dominant or more used. These are WhatsApp ranked number 1, Facebook ranked number 2, Radio ranked number 3, newspaper ranked number 4 and face to face ranked number 5. From the four marketing functions of marketing strategies that were assessed, only 2 were found to be the motivation or reasons for the application of marketing strategies which are to create demand and increase market share. The study also revealed that more than three quarters of the respondents $n = 129$ (72.9%) had growth in sales and these ranged from high to very high in the year under review and only a few respondents $n = 25$ (14.1%) had low to very low sales. This affirmed that MSMEs had high sales. In terms of the influence of marketing strategies on performance, particularly the sales growth, the study revealed that out of the five dominant marketing strategies that were used, only four had significant influence on sales growth and these are WhatsApp (Wald $\chi^2(1) = 12.480$, $p = 0.001$), Radio (Wald $\chi^2(1) = 25.606$, $p = 0.001$), Facebook (Wald $\chi^2(1) = 5.702$, $p = 0.017$) and the Newspaper (Wald $\chi^2(1) = 9.510$, $p = 0.001$).

CHAPTER 5 – DISCUSSION OF FINDINGS

5.1 Introduction

The previous chapter examined marketing strategies that MSMEs apply in their businesses, the marketing functions of the marketing strategies and the influence of marketing strategies on MSMEs performance in particular the sales growth. The chapter also presented demographic information relating to the respondents. This chapter interprets and explains the results within the thesis. This chapter also shows the meaning, importance and relevance of the results. Further, the chapter focuses to explain and evaluate what has been found and how this relates to the reviewed literature and research questions in order to support the overall conclusion. The chapter has four sections which discuss the findings that correspond to the research questions. Section one is the main findings while section two presents an analysis of the findings relating to four research questions supporting the problem. Section three relates to the development of the marketing strategy model pointing to overall research question. The summary of the findings acts as the conclusion of the chapter and this forms section four.

5.2 Main Findings

The core issue of this thesis was to develop a marketing strategy model which could enhance the performance especially sales growth among the MSME in Zambia. The study revealed that the marketing strategies in terms of use in the year under review are ranked as follows: number 1 is WhatsApp, number 2 is Facebook, number 3 is Radio, number 4 is Newspaper and number 5 is Face to face (word of mouth, door to door). This ranking indicates that MSMEs preferred to use only 5 marketing strategies in their businesses out of the 14 marketing strategy variables that were assessed.

WhatsApp

Relating to WhatsApp, research elsewhere like this study has shown that WhatsApp is an excellent digital marketing strategy. The channel allows businesses to directly engage with customers since it provides two-way online communication. Studies have largely established that humans tend to treat social media like WhatsApp as social entities if they

contain social-like cues (Reeves and Nass, 1996; Sah and Peng, 2015). Elsewhere like this study, WhatsApp is associated with improvements in growth (Gefen and Straub, 2004). The possible reason for this improvement in this study could be due to its socialness. WhatsApp has a positive influence on relationship commitment because it tends to contribute to the relational bond between consumers and brands (Hammick and Ju, 2018). The latter stems from the idea that increasing perceived socialness of a medium or channel is essential to create a sustainable trust relationship between truster and trustee (Seeger and Heinzl, 2018). Research shows that trust can be enhanced by social cues that a brand displays (i.e. personal, sociable, and sensitive human contact (Gefen and Straub, 2004; Lu et al., 2016). What makes WhatsApp a marketing strategy with social richness is its nature to allow interaction with contacts that one knows personally, such as friends, family, and acquaintances or, in other words, interpersonal communication with close ties. An inference could be made that WhatsApp as a marketing strategy variable performed the market function of increasing the market share which could be responsible for the sales growth status that was observed in this study.

Radio

Though literature is limited regarding the role of radio and increase in sales growth among MMSEs, in this study there are plausible explanations regarding the radio having an influence on sales growth. MMSEs have not found radio marketing a difficult task in these fractured media times as shown by the findings. This could be so because there are community radio stations in Zambia. Furthermore, the traditional media like radio have been increasing countrywide, hence helping in terms of market share growth and the observed sales growth. Radio is also a cost-effective media when comparing the cost per thousand contacts, thus making it one of reason why radio marketing strategy is growing the MMSE market share today. Cost per thousand is a marketing term which refers to the cost of a media, specifically what the cost is to reach a thousand contacts with an advertising campaign. Therefore, there is evidence that radio is a well-performing media overall and should be considered by everyone as part of their marketing strategy. The critical issues seem to emerge in Ebiquity (2018) research re-evaluating media whose goal was to provide evidence about the true worth of media for brand advertisers (Aaker, 2014; Keller 2013;). The advertising agencies and big companies who advertise their brands have gained an ideal on radio (Gustafsson, 2015). There is a clear connection in how the

listeners are attracted to advertisements that are entertaining as well as informative (Rajagopal, 2011).

Facebook

Referring to Facebook, research elsewhere like this study has shown that Facebook is an ideal social marketing platform. The platform has been observed to allow businesses to directly engage with customers as it contains social-like cues (Sah and Peng, 2015; Seeger and Heinzl, 2018). Researchers have argued that using Facebook as a direct marketing strategy has proved to be attractive to many marketers because it has positive effects like customer satisfaction, retention and increases sales growth (Fan and Gordon, 2014; Nwabueze, 2006; Noyes, 2014;). All these can be measured directly. There are no middlemen involved but direct business. There is no price hike due to wholesalers or retailers who go for direct marketing which makes it beneficial to customers (Gefen and Straub, 2004; Hammick and Ju, 2018). Though respondents were not asked as to why they opted to use Facebook, it could be assumed from previous research that since Facebook is about direct marketing by which Transactions, markets Wants, Demands, Products Exchange and needs tend to be communicated directly with target customers to generate a response or transaction (Armstrong and Kotler, 2007; Baig et al., 2010). MSMEs tend to focus on targeted individual consumers to obtain an immediate response and cultivate lasting or enduring customer relationships. According to Boone and Kurtz (2002) and Alqueed and Hasouneh (2010), the key to modern direct marketing is the desire to capture individual customer details at the first sale, so that the marketer can begin a relationship with that customer, subsequently treating them differently over time in order to repeat business. Facebook as an online direct marketing strategy has been associated like this study with organizational growth through renewability (Hunt, 2017; Kim et al., 2018). Though this study examined the effect of Facebook on sales growth, there are no studies like this. The closest by Zhou et al., (2015) looked at the level of Facebook activities which was positively associated with annual sales.

Newspaper

Newspapers as a marketing strategy have not been researched in terms of increasing sales growth of an enterprise. However, it could be assumed based on previous research elsewhere that perhaps cost, access, frequency, and the selection audiences could be

playing a key role in choosing the best newspaper as their favorite advertising vehicle as shown by Bansal and Gupta (2014). Further, newspapers could be increasing sales because it spreads widely, and information flows faster to the people (Simola et al., 2013). These opportunities can provide high performance to influence people because they can find newspapers anywhere and flow faster than other ads. It is known not only for playing an effective role in informing people but also for changing people's thinking and shape people's attitudes.

As far as the influence on the buying process is concerned, studies by Kotler and Keller (2007); *Reklama v časopisech* (2011); and Volko (2013) have shown that newspapers have the biggest influence on consumers and their buying behaviour. In fact, newspaper advertising even influenced consumers to shop online more than advertising in any other type of media (Čábyová and Krajčovič, 2013). Newspaper marketing strategy tends to have the biggest influence on consumers in the following product categories: housing, furniture, construction; cosmetics and perfumes; fashion and jewelry. Readers tend to gain most information from newspapers advertising about health and dietary supplements; housing; travelling and holidays; pharmacy goods; cosmetics and perfumes; fashion and jewelry (Čábyová and Krajčovič, 2013). Another interesting finding is that readers considered newspaper and magazine advertising as the third most trustworthy source of information (after the so-called recommendation by an acquaintance). Newspapers are rated as a meaningful source of useful information about new products and services and as a valuable source of information about a good purchase (Abideen and Saleem, 2011).

5.3 Discussion of Research Questions Underpinning the Problem

The first to be discussed in this section is research question number one (1) "What is the hierarchy of marketing strategies that MSMEs apply in their businesses in Zambia?" The study under this research question sought to examine the hierarchy of marketing strategies in terms of use by the MSMEs. 14 marketing strategies were assessed in this study. Out of the 14 marketing strategies that were assessed, the study revealed that only five were dominant and these were ranked as follows; WhatsApp was ranked number 1, Facebook was ranked number 2, radio was ranked number 3, and newspaper was ranked number 4 and Face to face (word of mouth, door to door) was ranked number five. These five marketing strategies were found to be preferred by the MSMEs and could have been key

to the observed increase in sales growth. A combination, mainly of these five appears to be helping MMSEs to increase their sales growth (DMA, 1982). The study revealed that generally there is no preference in the choice of the type of marketing strategy to use as most of the respondents used both traditional and digital marketing strategies. However, the digital marketing strategies ranked first as compared to traditional marketing strategies. It is interesting to observe that social media like Facebook and WhatsApp have become some of the most popular and favourable among the digital marketing strategies. The increase in adoption of social media by MMSEs has resulted into shifting from the traditional marketing to digital marketing, not only in this study but as shown in some research (Nair, 2011). In addition, social media platforms are employing mobile and web-based technologies to create highly interactive platforms through which firms can create, discuss and share information with users and increase business value (Fan and Gordon, 2014). This clearly indicates that MSMEs are becoming digital in their operation, a move which could impact positively on their sales growth. The shift from traditional marketing to digital would see MSMEs deal with a wide range of customers and compete favourably with the large businesses. The digital marketing strategies would help the MSMEs reach their customers faster than traditional way of marketing. Therefore, the study findings are in line with previous studies that demonstrate the potential advantages of social media in improving customer engagement and eventual improvement in sales (Kaplan and Haenlein, 2010), enhancing promotion mixes (Mangold and Faulds, 2009), detecting customer complaints regarding product defects (Abrahams et al. 2012), and increasing equity and profits (Culnan et al. 2010; Fan and Gordony, 2014; Yu et al., 2013).

The second research question to discuss is “What are the marketing functions of the marketing strategies among MSMEs in Zambia?” This research question wanted to establish the reasons or motivation for the adoption of marketing strategies among the MSMEs. In this regard, five marketing functions were assessed. These are; creation of demand, customer satisfaction, increase market share, generate profit, and create goodwill and public image. The findings show that two out five marketing functions of the marketing strategies emerged dominant and these are;

- a) Increase in market share. The study revealed that MSME engaged in marketing in order to increase Market Share: that is increasing the ratio of sales to the total sales in the economy.

- b) Generation of profit. The study revealed that MSMEs engaged in marketing in marketing in order to generate profits. This finding is in line with the reason for enterprising, that is, the motivation to do business. Generation of profits result into growth and diversification of the MSMEs.

Even though research on performance of MSMEs has been very well established, there is no empirical evidence linking sales growth with market functions like creation of demand, customer satisfaction, market share, generation of profits and creation of goodwill and public image. The decisions cannot be explained in a quantitative study as this is a cognitive process and could be best be explained using bounded rationality theory qualitatively (Clark, 2001; Gao, 2010; Vorhies and Morgan, 2003).

Some studies have looked at the impacts of marketing strategies on market share and profits and not on sales growth (Kotler and Armstrong, 2012; Solomon, et al., 2016; Walsh and Lipinski, 2009). However, there could be reasons why market share might have received attention than in this study. The marketing literature generally views market share as an indicator of the success of a firm's efforts to compete in a product-marketplace (e.g., Chaudhuri and Holbrook 2001; Varadarajan, 2020). From this perspective, market share is an outcome of a firm's marketing efforts including its advertising and promotion, product/service offering quality and price, channel and customer relationships, and selling activities. All these are embedded within marketing strategies (Farris et al. 2010). The other reasons for the recognition of market share are that at times it can lead to increase in profitability which may be an outcome of sales growth (Bhattacharya et al., 2021; Farris et al. 2010; Katsikeas et al. 2016;). As mentioned before, market share has been seen as the most influential measure to evaluate the marketing performance (Clark, 2001) and not sales growth. According to the research conducted by the Profit Impact of Market Strategies (PIMS) project and the Boston Consulting Group, companies which have focused on gaining market share can enjoy the economies of scale and long-term profitability (Clark, 2001). Therefore, for this other reason, market share and sales growth seem to be the main emphasis for a lot of companies as they focus on profits (Kurtz and Rhoades, 1992). Thus, it should be recognised that there is a bidirectional relationship between sales growth and profitability.

The third research question is "What is the level of sales growth among MSMEs in Zambia?" The research wanted to ascertain the level of sales growth among the MSMEs. The study has shown that very few $n = 25$ (14.1%) of MSMEs have levels of sales growth

that are very too low or just standing at 14.1%. The moderate sales stood at n=23 (13) only. The majority of the MSMES n= 129 (72.9%) had sales growth between high and very high. However, the research observed that it was difficult to make comparisons between the sales growth reported in this study and the one reported by Menju (2012) and ZBS, (2010) more than ten years ago. This is due to the fact that a lot of time has elapsed and that the units of measurement for sales growth are not uniform. Menju (2012) and ZBS (2010) and stated that more than 70% of MSMEs in Zambia were very small, with reported sales of less than 500,000 kwachas per month, equivalent to 6,000, 0000 kwacha a year. These are unrebased values, meaning if translated to the current values they would read as 500 Kwacha per month and 6,000 Kwacha per annum. Therefore, these differences in measurements affirms the literature observations on how difficult it is to determine MSME performance. Furthermore, there is little current research in this area in Zambia which could have been used for comparison with the findings of this study regarding the levels sales among the MSMEs. The fourth research question to address is “What is the influence of marketing strategies on sales growth as an indicator of performance among MSMEs in Zambia?” The researcher wanted to determine the influence of marketing strategies applied by the MSMEs on the performance in particular the sales growth. The research revealed that out of fourteen (14) marketing strategies, only four (4) had a significant influence of MSMEs sales growth. These four marketing strategies are; WhatsApp (Wald $\chi^2(1) = 12.480$, $p = 0.001$), Radio (Wald $\chi^2(1) = 32.682$, $p = .001$), Facebook (Wald $\chi^2(1) = 5.702$, $p = 0.017$) and Newspaper (Wald $\chi^2(1) = 9.510$, $p = 0.001$). Though the study revealed that only four (4) marketing strategies have a significant high influence on sales growth, the marketing strategies below that had no significant monotonic influence cannot be ignored.

- a) Using fliers
- b) Using postcards
- c) Using television
- d) Using local events (shows/expo)
- e) Using websites
- f) Using Bill boards
- g) Using Instagram
- h) Using mobile marketing
- i) Using Face to face (word of mouth, door to door)
- j) Using e mails

From the above findings, it is very evident that proprietors of these MSMEs are employing marketing strategies in their business design and product development to improve brand awareness and market share which lead into enhanced sales growth. Since the emergence of social media, MSMEs now have the opportunity to harness its features by using its platform for business promotion, brand development and awareness, mass orientation, product support, data collection for insights and a lot more. Social media platforms like WhatsApp and Facebook have become a key component in promotion and marketing activities incorporated into customer acquisition strategies. They are doing away or not applying some traditional marketing strategies. The possible explanation for the observed preferences could be explained by using the assumptions of bounded rationality theory. The researcher assumes that firm owners rationally seek to maximise profits and based on personal utility (marketing strategies) subject to the constraints imposed by the following: finance, skill possessed or abilities by humans, available technology amidst large amount of information (Simon, 1997; Hult et al., 2004; Williamson, 1975; 1981;). Therefore, firm owners select and apply the marketing strategies that are well-suited with market conditions given the constraints. These constraints are, according to Simon, the reason why MSMEs use of marketing strategic behaviour departs from the patterns of rational behaviour which could have seen the owners to employ the other ten marketing strategies for varying market functions (Robles, 2007).

The researcher is arguing that it would be business prudent for MSMEs to use a combination/mixture of different marketing strategies to generate better excitement for a brand (Jacobs et al., 2021). For instance, if the concerned product is related to a younger audience, then social/online media platforms, such as Twitter, Instagram, YouTube, and Facebook, might be the best medium to reach the target audience. Some other consumer groups (audience) may respond positively to other mediums such as radio, television, or newspaper ads. The media such as television, radio, and newspapers tend to make a huge impact on the population.

According to Duggan et al. (2018), buying on social media platforms is different from regular shopping. For instance, women have a more positive attitude than men in terms of catalogues and stores, but this gender gap disappears when shopping online (Garz et al., 2020; Winter, 2020). Online advertising not only requires good contents but also needs to be distributed in areas frequently visited by customers and potential people (Garz

et al., 2020). Older men and women have a more positive attitude than younger men and women when it comes to traditional marketing strategies. Both older men and women use radio, catalogues and stores, but this gender gap disappears when shopping online as women have the preponderance more than men to shop online (Pop et al., 2021; Winter, 2020). It therefore follows that non-traditional marketing strategies will attract more women than men.

Given the findings, the application of bounded theory of rationality as well as the technology adoption model would help further in building capacity in MSME owners as well as employees to increase the use of marketing strategies from the horde of strategies. The responsibility ought to rest on the two MSME associations, the Ministry of Small and Medium Enterprises, the Zambia Development Agency and the Citizen Economic Empowerment Commission. These are strategically placed to bring about innovation among MSEMES.

5.4 Marketing Strategy Model

This is the time to address the overarching research question. The overarching research question is “How could marketing strategies be enhanced among the MSME in Zambia?” and its corresponding objective which is “to develop a marketing strategy model that could be used to enhance performance of MSMEs in Zambia”. The basis of the model that is presented below stems from the findings of the study. Based on the observations made, MSMEs still had limited use of the fourteen marketing strategies. To overcome this minimal utilisation, MSMEs could expand their choice of selecting marketing with mediating marketing functions in order to enhance their performance in particular the sales growth. Since only five marketing strategies were used and four were significant, it therefore follows that adopting the other ten and including the other two market functions is likely to enhance sales growth. This leads the researcher to present a marketing strategy model which could enhance MSMEs performance.

The literature point out that there are different categories of models in research. These models are used for various purposes as a means of conveying knowledge and abstracting reality. Firstly, there are mathematical models (Bettencourt et al., 2008) which describe a real world problem in mathematical terms, usually in the form of equations, and then use these equations both to help understand the original problem, and also to discover new

features about the problem (Albuquerque and Bronnenberg, 2017). These models are tested in the study. Secondly, there are structural models which describe the plan (Rodriguea et al., 2007). The structural models are econometric representations of decision-making behaviour. Reiss (2011) states that structural models combine mathematical, economic, or marketing models of behaviour with statistical assumptions to derive estimable empirical models. Thirdly, there are prescriptive models which provide recommendations or guidelines for specific actions or decisions. Unlike other models, prescriptive models focus on what should be done to achieve a desired outcome. These models tell us how something should be done. In this study, the model being considered is a prescriptive process model. This model is an inductive construct of non-significant independent variables from the research analyses. While variables may not be significant statistically, it does not mean that the findings may not be of practical importance (Bhandari et al., 2009). Hence the study has opted to give importance to both non-statistical and practical significance of the no influence variables as Armijo-Olivo (2018) would recommend by giving importance to both non-statistical and clinical significance in health care. Goldkuhl (2008) proposes the use of functional pragmatism. This form of pragmatism that views knowledge as a way of improving practices and in this case the marketing. It is knowledge for action, the action being the purpose according to Goldkuhl which is in Box 2 (See Table 5.1).

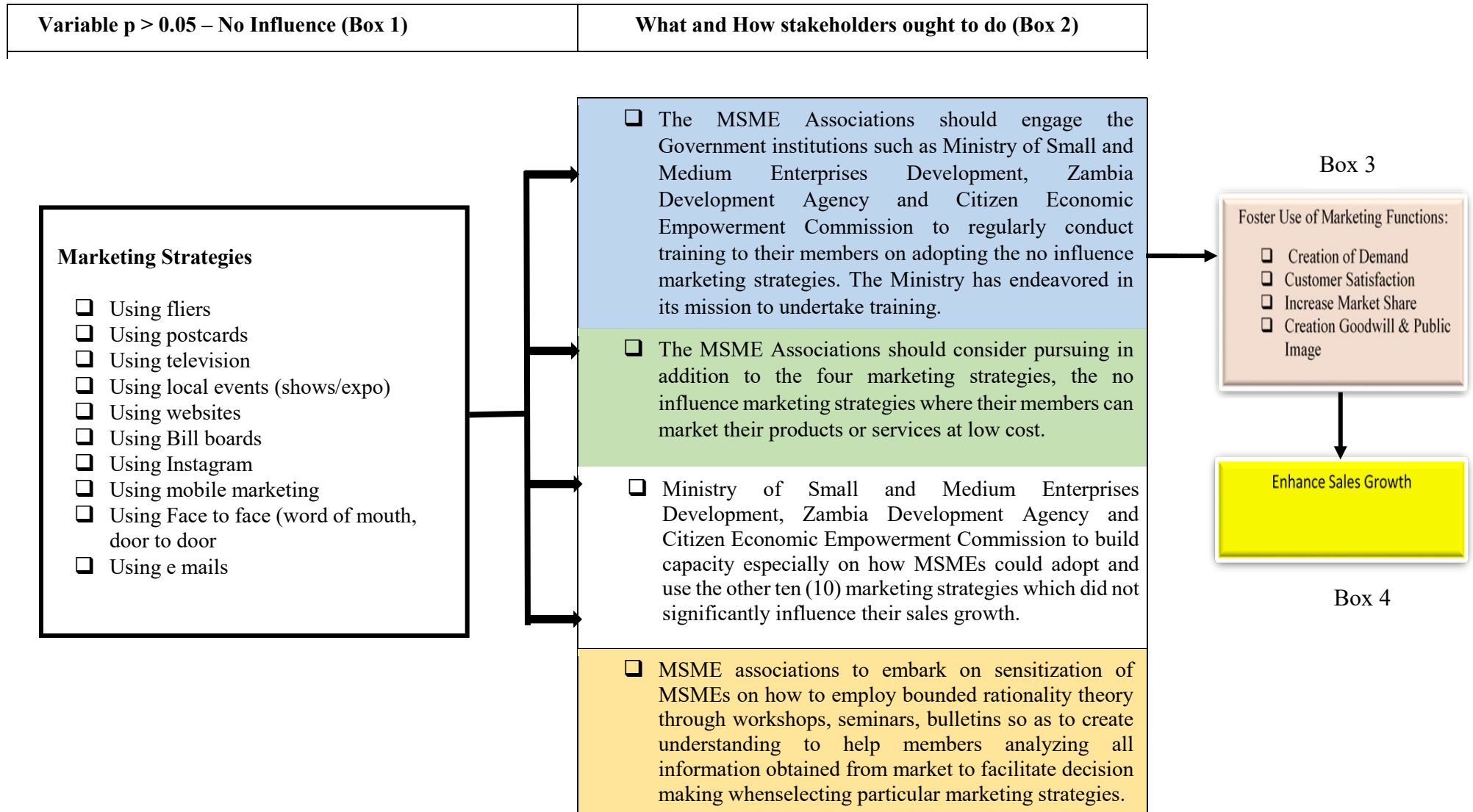
In this regard, a prescriptive process model that has been developed in this study prescribes what stakeholders ought to do every day – which means that it reflects how to do things differently. This means that it is a model about changing the behaviour or manner of doing things among actors. Typically, a prescriptive process model identifies what is not done or done poorly and provides what changes ought to be, often using additional external knowledge such as best practices (Bauer et al., 2007). This model then becomes a prescriptive process model, effectively instructing people or organizations to do things differently than before in order to achieve better results or desired objectives.

When developing a model, whether a conceptual model, or any other model, the first step should be to define the system that is to be modelled and the goals for the model. “System” is a generic term that can apply to something very small (like a single institution), something very large (like many institutions and players), or something in between. So defining the system generally involves drawing the boundaries (literally or figuratively) around what one wants to model, and then determining the key elements and the

relationships (Bauer et al., 2007). A tabular description of elements of the model are presented and how the elements would enhance sales growth. The prescriptive process model that is presented below captures the flow of different action points and actors. The elements of the prescriptive process model are being used to represent the order in which activities of the elements could be executed, and this is known as control flow (Augusto et al., 2019). The model in this study has ten marketing strategies (Box 1) and four action domains that could enhance adoption of the unused marketing strategies (Box 2).

The process of applying this prescriptive process model could be explained as follows: Given the current state of non-use or less application of 10 marketing strategies (Box 1) with unknown reasons by MSMEs, resulting into less influence on sales growth, stakeholders (Box 2) have obligations to foster MSMEs undertake four actions stated in (Box 3), in order to enable the MSMEs enhance their sales growth (Box 4). This model which is shown in Table 5.1 below could be used to foster marketing strategy diversification. This means that MSMEs would be able to use marketing strategies to pursue various business objectives such to increase demand for the product or services, increase market share, customers satisfaction and creation of good will and public image. These objectives would in turn facilitate the achievement of sales growth which would lead into survival and growth of the MSMEs. Therefore, following the intervention by stakeholders in Box 2, and using the theory of bounded rationality, MSMEs could make decisions that are satisfactory rather than optimal (Guillermo and Fernand, 2010; Sent, 2017) by venturing in a business risk manner to try combinations of marketing strategies with the ultimate aim of enhancing performance. With this established model, the MSMEs are expected to make informed decisions on the choice of marketing strategies to apply. This would support survival and growth of the sector in the country.

Table 5.1: Marketing Strategy Model to enhance MSME Performance (Sales Growth).



5.5 Chapter Summary

Among the fourteen possible marketing strategies that could be used by MSMEs, the predictors of growth in sales in this study are only WhatsApp, Radio, Facebook and Newspaper. These four are deemed ideal and rewarding to the MSMEs given the market functions. There is no preference in using either traditional marketing or digital marketing strategies as most of the respondents prefer to use both. Therefore, the study concludes that use of these four marketing strategies appear to be essential for the MSMEs to enhance growth of sales.

As for the other 10 marketing strategies, which are less applied by the MSMEs, measures that have highlighted in the model need to be taken so that the MSMEs are able to apply them and have significant influence on their performance.

CHAPTER 6 – CONCLUSION

6.1 Introduction

The previous chapter looked at discussion and analysis of the findings of the study. This chapter looks at the conclusion and recommendations, and further makes proposals for future researches to enrich the study of marketing strategy and performance of the MSMEs. The chapter also provides limitations and implications of the study.

6.2 Summary of Research Findings

This section provides a summary of empirical findings of the study. The research presented in this thesis was designed to develop a marketing strategy model that could enhance the performance of MSMEs in Zambia. Out of fourteen marketing strategies that the MSMEs used, only five were dominant or more used. These are WhatsApp ranked number 1, Facebook ranked number 2, Radio ranked number 3, newspaper ranked number 4 and face to face ranked number 5. From the four marketing functions of marketing strategies that were assessed, only 2 were found to be the motivation or reasons for the application of marketing strategies which are to create demand and increase market share. More than three quarters of the respondents $n = 129$ (72.9%) had growth in sales and these ranged from high to very high in the year under review and only a few respondents $n = 25$ (14.1%) had low to very low sales. In terms of the influence of marketing strategies on performance, particularly the sales growth, the study revealed that out of the five dominant marketing strategies that were used, only four had significant influence on sales growth and these are WhatsApp (Wald $\chi^2(1) = 12.480$, $p = 0.001$), Radio (Wald $\chi^2(1) = 25.606$, $p = 0.001$), Facebook (Wald $\chi^2(1) = 5.702$, $p = 0.017$) and the Newspaper (Wald $\chi^2(1) = 9.510$, $p = 0.001$). From these analyses that were performed, a marketing strategy model was developed with a view to enhance the performance of the MSMEs.

6.3 Limitations and Research Implications

Like all research, this study had its own unique limitations that affect the interpretation of findings. The following are the limitations;

- 1) The primary limitation of this study is the use of a cross-sectional study design. While a case study allowed for a large, diverse sample to be enlisted, it is unlikely to make inferences to the general population. Thus this is the challenge of this study as it is not representative of larger population of MSMEs in Zambia. It is recommended future research considers taking a much wider study that could be extended to other provinces.
- 2) The second is that quantitative research could not bring out the cognitive decision making processes that MSMEs employed in selecting and deselecting marketing strategies they preferred as well as the corresponding market functions they deemed appropriate for their business undertaking. Since this study was grounded in the positivist tradition, it could not solicit the view points from entrepreneurs or their managers in terms of how marketing strategies, market functions and sales growth interact. Ideally, MSMEs develop and manage their business marketing plans to ensure firm sustainability. These plans and the preferred marketing strategies can additionally to this study, be appreciated using qualitative research. It is recommended that future research considers undertaking a qualitative study to bring out lived experiences and the life world of entrepreneurship from a subjective point so that the decision making processes inherent of bounded rationality could be elicited.

6.4 Conclusion

From these findings, the researcher concludes that among the fourteen possible marketing strategies in use by MSMEs, the predictors of growth in sales in this study are four. These are WhatsApp, Facebook, Radio and Newspaper. Therefore, the use of these four marketing strategies (WhatsApp, Facebook, Newspaper and Radio) are essential for the survival and performance in particular sales growth of the MSMEs. This is due to the fact that they are deemed to be ideal and rewarding to the MSMEs. The possible explanation for MSMEs using these four marketing strategies could be related to availability of marketing assets, resources and owner capabilities. The study finally concludes that these

four marketing strategies are important and deemed ideal and rewarding by MSMEs. However, MSME Associations have a task to build capacity in members through dissemination gatherings to appreciate and consider adopting usage of marketing strategies with standing the constraints. Furthermore, the government through the Ministry of Small and Medium Enterprise Development, Citizens Empowerment Commission and Zambia Development Agency need to build capacity among these MSMEs through their Associations.

6.5 Recommendations

Based on the findings and conclusion of the research, it is recommended that in order for MSMEs to increase more their sales, the following measures from the model be considered:

- 1) The MSME Associations should engage the Government institutions such as Ministry of Small and Medium Enterprises Development, Zambia Development Agency and Citizen Economic Empowerment Commission to regularly conduct training to their members on adopting the no influence marketing strategies. The Ministry has endeavored in its mission to undertake training.
- 2) The MSME Associations should consider pursuing in addition to the four marketing strategies, the no influence marketing strategies where their members can market their products or services at low cost.
- 3) The Ministry of Small and Medium Enterprises Development, Zambia Development Agency and Citizen Economic Empowerment Commission to build capacity especially on how MSMEs could adopt and use the other ten (10) marketing strategies which did not significantly influence their sales growth.

MSME associations to embark on sensitization of MSMEs on how to employ bounded rationality theory through workshops, seminars, bulletins so as to create understanding to help members analyzing all information obtained from market to facilitate decision making when selecting particular marketing strategies.

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APPENDICES

Appendix I – Survey Questionnaire

You have been selected by chance with other people to help us know what may relate to you and other people. Please read /listen to each item carefully and decide to what extent it is characteristic of you. Give each item a rating that applies to you by using a scale that is given for each question. Please remember to respond to all items. There is indeed no right or wrong answers. Your answers will be kept by me in the envelope that I have given you in the strictest confidence for only six months after which time we shall have examined all the responses. There after we shall destroy them. There will be no identification mark that relates to you on the questionnaire. We sure that you will be open in responding to these statements.

Gender

1. Age of respondent
2. Gender
 - a) Female
 - b) Male
3. Respondent Type
 - a) Owner
 - b) I am the manager
4. Education level of respondent
 - a) Up to grade 7
 - b) Secondary Education
 - c) College Certificate
 - d) College Diploma
 - e) Bachelor's Degree
5. Number of employees in business
 - a) 0 10
 - b) 11 to 50
 - c) Over 50
6. Classification of the firm
 - a) Micro
 - b) Small
 - c) Medium

7. Business sector
 - a) Trade
 - b) Service
 - c) Manufacturing
 - d) Agriculture
 - e) Mining

8. How long has this business been in operation?
 - a) Less than one year
 - b) Two to five years
 - c) Six to ten years
 - d) Over ten years

9. Source of startup capital for business
 - a) Pension Or Gratuity
 - b) Family
 - c) Friends
 - d) Micro Finance Institution's
 - e) Banks

10. Source of ongoing capital for business sustainability in the current year
 - a) Pension Or Gratuity
 - b) Family
 - c) Friends
 - d) Micro Finance Institution's
 - e) Banks

11. Amount of financing from source for business sustainability in the current year.....

12. The MSME has used print as a marketing strategy the year before
 - a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used

13. The MSME has used mobile marketing as a marketing strategy the year before
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used
14. The MSME has used television as a marketing strategy the year before
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used
15. The MSME has used local events (shows/expo) as a marketing strategy the year before
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used
16. The MSME has used websites as a marketing strategy the year before
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used
17. The MSME has used emails as a marketing strategy the year before
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used
18. The MSME has used Facebook as a marketing strategy the year before
- a) Far less used

- b) Les used
- c) To some extent used
- d) Much used
- e) Very Much used

19. The MSME has used fliers as a marketing strategy the year before

- a) Far less used
- b) Les used
- c) To some extent used
- d) Much used
- e) Very Much used

20. The MSME has used postcards as a marketing strategy the year before

- a) Far less used
- b) Les used
- c) To some extent used
- d) Much used
- e) Very Much used

21. The MSME has used radio as a marketing strategy the year before

- a) Far less used
- b) Les used
- c) To some extent used
- d) Much used
- e) Very Much used

22. The MSME has used Instagram as a marketing strategy the year before

- a) Far less used
- b) Les used
- c) To some extent used
- d) Much used
- e) Very Much used

23. The MSME has used WhatsApp as a marketing strategy the year before

- a) Far less used
- b) Les used
- c) To some extent used
- d) Much used
- e) Very Much used

24. The MSME has used billboards as a marketing strategy the year before
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used
25. The MSME has been using face to face (word of mouth, door to door) as a marketing strategy the year before
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used
26. The MSME has been using fliers as a marketing strategy in the year under review
- f) Far less used
 - g) Les used
 - h) To some extent used
 - i) Much used
 - j) Very Much used
27. The MSME has been using postcards as a marketing strategy in the year under review
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used
28. The MSME has been using WhatsApp as a marketing strategy in the year under review
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used

- e) Very Much used
29. The MSME has been using radio as a marketing strategy in the year under review
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used
30. The MSME has been using television as a marketing strategy in the year under review
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used
31. The MSME has been using local events (shows/expo) as a marketing strategy
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used
32. The MSME has been using websites as a marketing strategy in the year under review
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used
 - e) Very Much used
33. The MSME has been using Facebook as a marketing strategy in the year under review
- a) Far less used
 - b) Les used
 - c) To some extent used
 - d) Much used

e) Very Much used

34. The MSME has been using Bill boards as a marketing strategy in the year under review

- a) Far less used
- b) Les used
- c) To some extent used
- d) Much used
- e) Very Much used

35. The MSME has been using Instagram as a marketing strategy in the year under review

- a) Far less used
- b) Les used
- c) To some extent used
- d) Much used
- e) Very Much used

36. The MSME has been using print as a marketing strategy in the year under review

- a) Far less used
- b) Les used
- c) To some extent used
- d) Much used
- e) Very Much used

37. The MSME has been using mobile marketing as a marketing strategy in the year under review

- a) Far less used
- b) Les used
- c) To some extent used
- d) Much used
- e) Very Much used

38. The MSME has been using face to face (word of mouth, door to door) as a marketing strategy in the year under review in the year under review

- a) Far less used
- b) Les used

- c) To some extent used
- d) Much used
- e) Very Much used

39. The MSME has been using emails as a marketing strategy the year under review

- a) Far less used
- b) Les used
- c) To some extent used
- d) Much used
- e) Very Much used

40. In the last one year, the firm has done marketing for the Creation of Demand: through finding out the preferences and tastes of the consumers/ informing customers the utility of various goods and services.

- a) Far less used for the role
- b) Les used for the role
- c) To some extent used for the role
- d) Much used for the role
- e) Very Much used for the role

41. In the last one year, the firm has done marketing for Customer Satisfaction: Studying the demands of customers before offering them any goods or services.

- a) Far less used for the role
- b) Les used for the role
- c) To some extent used for the role
- d) Much used for the role
- e) Very Much used for the role

42. In the last one year, the firm has done marketing in order to increase Market Share: i.e., increasing the ratio of sales to the total sales in the economy.

- a) Far less used for the role
- b) Les used for the role
- c) To some extent used for the role
- d) Much used for the role
- e) Very Much used for the role

43. In the last one year, the firm has done marketing in order to generate profits: Profits for the growth and diversification of the firm.

- a) Far less used for the role
- b) Les used for the role

- c) To some extent used for the role
- d) Much used for the role
- e) Very Much used for the role

44. In the last one year, the firm has done marketing for the creation of goodwill and public Image: Making known to the public of quality products at reasonable prices to have impact on the customers.

- a) Far less used for the role
- b) Les used for the role
- c) To some extent used for the role
- d) Much used for the role
- e) Very Much used for the role

45. On a scale of 5, indicate the level of sales you had over the past one year

- a) Very low volumes if sales
- b) Low volumes of sales
- c) Moderate volumes of Sales
- d) High volume of sales
- e) Very High volumes of sales

End of a Questionnaire

Appendix II: Case processing summary

Bootstrap

PLUM - Ordinal Regression

Case Processing Summary			
		N	Marginal Percentage
On a scale of 5, indicate the level of sales you had over the past one year	1	16	9.0%
	2	9	5.1%
	3	23	13.0%
	4	43	24.3%
	5	86	48.6%
The MSME has been using fliers as a marketing strategy in the year under review	Far less used	104	58.8%
	Less used	35	19.8%
	Used to some extent	26	14.7%
	Much used	12	6.8%
The MSME has been using postcards as a marketing strategy in the year under review	Far less used	106	59.9%
	Less used	8	4.5%
	Used to some extent	25	14.1%
	Much used	28	15.8%
	Very Much used	10	5.6%
The MSME has been using WhatsApp as a marketing strategy in the year under review	Very much used	129	72.9%
	Much used	18	10.2%
	Used to some extent	10	5.6%
	Less used	12	6.8%
	Far less used	8	4.5%
The MSME has been using radio as a marketing strategy in the year under review	Very much used	110	62.1%
	Much used	8	4.5%
	Used to some extent	19	10.7%
	Less used	24	13.6%
	Far less used	16	9.0%
The MSME has been using television as a marketing strategy in the year under review	Far less used	107	60.5%
	Less used	28	15.8%
	Used to some extent	29	16.4%
	Much used	9	5.1%
	Very Much used	4	2.3%
The MSME has been using local events (shows/expo) as a marketing strategy	Very much used	94	53.1%
	Much used	19	10.7%
	Used to some extent	31	17.5%
	Less used	30	16.9%
	Far less used	3	1.7%
using websites as a marketing strategy in the year under review	Far less used	108	61.0%
	Less used	31	17.5%
	Used to some extent	20	11.3%
	Much used	12	6.8%
	Very much used	6	3.4%
using Facebook as a marketing strategy in the year under review	Very much used	112	63.3%
	Less used	15	8.5%
	Used to some extent	5	2.8%
	Much used	13	7.3%
	Far less used	32	18.1%
using Bill boards as a marketing strategy in the year under review	Very much used	37	20.9%
	Much used	12	6.8%
	Used to some extent	4	2.3%
	Less used	60	33.9%
	Far less used	64	36.2%
using Instagram as a marketing strategy in the year under review	Very much used	36	20.3%
	Much used	9	5.1%
	Used to some extent	24	13.6%
	Less used	90	50.8%

using print as a marketing strategy in the year under review	Far less used	18	10.2%
	Very much used	92	52.0%
	Much used	11	6.2%
	Used to some extent	21	11.9%
	Less used	39	22.0%
using mobile marketing as a marketing strategy in the year under review	Far less used	14	7.9%
	Far less used	87	49.2%
	Less used	53	29.9%
using face to face (word of mouth, door to door) as a marketing strategy in the year under review in the year under review	Used to some extent	37	20.9%
	Much used	101	57.1%
	Used to some extent	76	42.9%
Valid		177	100.0%
Missing		0	
Total		177	

Appendix III: Parameter Estimates

Parameter Estimates

			Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
								Lower Bound	Upper Bound
Threshold	On a scale of 5, indicate the level of sales you had over the past one year = 1]		-51.014	7.656	44.398	1	.000	-66.020	-36.009
	On a scale of 5, indicate the level of sales you had over the past one year = 2]		-50.168	7.641	43.112	1	.000	-65.143	-35.193
	On a scale of 5, indicate the level of sales you had over the past one year = 3]		-48.601	7.607	40.817	1	.000	-63.510	-33.691
	On a scale of 5, indicate the level of sales you had over the past one year = 4]		-46.730	7.560	38.204	1	.000	-61.547	-31.912
	Using fliers Very low volume of sales		11.372	2.824	16.213	1	.000	5.837	16.908
	Using fliers Low volume of sales		9.081	2.253	16.243	1	.000	4.665	13.497
	Using fliers		3.617	1.834	3.890	1	.049	.023	7.212
	Using fliers High volumes of sales		0 ^a	.	.	0	.	.	.
	Postcard Very low volume of sales		4.742	2.334	4.129	1	.042	.168	9.316
	Postcard Low volume of sales		16.493	4.793	11.841	1	.001	7.099	25.887
	Postcard Moderate volumes of sales		4.624	2.419	3.653	1	.056	-.118	9.366
	Postcard High volumes of sales		3.456	2.024	2.915	1	.088	-.511	7.423
	Postcard Very High volumes of sales		0 ^a	.	.	0	.	.	.
	Location	WhatsApp Very High volumes of sales		-11.256	3.186	12.480	1	.000	-17.501
WhatsApp High volumes of sales			-8.782	3.604	5.939	1	.015	-15.845	-1.719
WhatsApp Moderate volumes of sales			-9.871	5.127	3.707	1	.054	-19.920	.178
WhatsApp Low volume of sales			-11.408	3.303	11.927	1	.001	-17.883	-4.934
WhatsApp Very low volume of sales			0 ^a	.	.	0	.	.	.
Radio Very High volumes of sales			-15.548	2.720	32.682	1	.000	-20.878	-10.217
Radio High volumes of sales			-17.439	3.446	25.606	1	.000	-24.194	-10.684
Radio Moderate volumes of sales			-10.827	2.743	15.577	1	.000	-16.204	-5.450
Radio Low volume of sales			-14.773	2.874	26.417	1	.000	-20.406	-9.139
Radio Very low volume of sales			0 ^a	.	.	0	.	.	.
Television Very low volume of sales			.537	2.490	.047	1	.829	-4.344	5.418
Television Very low volume of sales			5.458	2.195	6.184	1	.013	1.156	9.759

Television Far Moderate volumes of sales	.469	2.086	.051	1	.822	-3.619	4.558
Television Far High volumes of sales	1.582	.000	.	1	.	1.582	1.582
Television Far Very High volumes of sales	0 ^a	.	.	0	.	.	.
Local events Very High volumes of sales	-1.973	3.122	.399	1	.527	-8.093	4.146
Local events High volumes of sales	-1.007	3.502	.083	1	.774	-7.871	5.857
Local events Moderate volumes of sales	.795	3.379	.055	1	.814	-5.827	7.418
Local events Low volume of sales	-.828	3.151	.069	1	.793	-7.004	5.347
Local events Very low volume of sales	0 ^a	.	.	0	.	.	.
Websites Low volumes of sales	-26.249	1.306	403.786	1	.000	-28.809	-23.689
Websites Low volumes of sales	-28.425	1.678	286.962	1	.000	-31.714	-25.136
Websites Moderate volumes of sales	-30.255	1.493	410.903	1	.000	-33.180	-27.330
Websites High volume of sales	-24.707	.000	.	1	.	-24.707	-24.707
Websites Very high volume of sales	0 ^a	.	.	0	.	.	.
Facebook Very High volumes of sales	-.515	.784	.431	1	.511	-2.053	1.022
Facebook Low volume of sales	-3.847	1.710	5.064	1	.024	-7.198	-.496
Facebook Moderate volumes of sales	.503	2.391	.044	1	.833	-4.183	5.189
Facebook High volumes of sales	-3.712	1.554	5.702	1	.017	-6.759	-.665
Facebook Very low volume of sales	0 ^a	.	.	0	.	.	.
Bill Boards Very High volumes of sales	2.999	1.022	8.611	1	.003	.996	5.001
Bill Boards High volumes of sales	.685	1.490	.212	1	.645	-2.235	3.606
Bill Boards Moderate volumes of sales	25.808	.000	.	1	.	25.808	25.808
Bill Boards Low volume of sales	.224	.652	.118	1	.731	-1.053	1.501
Bill Boards Very low volume of sales	0 ^a	.	.	0	.	.	.
Instagram Very High volumes of sales	-2.927	1.975	2.196	1	.138	-6.798	.944
Instagram High volumes of sales	-3.793	2.512	2.280	1	.131	-8.716	1.130
Instagram Moderate volumes of sales	-3.881	1.659	5.471	1	.019	-7.132	-.629
Instagram Low volume of sales	-2.144	1.374	2.436	1	.119	-4.836	.548
Instagram Very low volume of sales	0 ^a	.	.	0	.	.	.
Print Very High volumes of sales	-5.998	1.945	9.510	1	.002	-9.811	-2.186
Print High volumes of sales	-5.552	3.276	2.873	1	.090	-11.973	.869
Print Moderate volumes of sales	-4.453	1.831	5.916	1	.015	-8.041	-.865
Print Low volume of sales	-10.458	2.270	21.235	1	.000	-14.906	-6.010
Print Very low volume of sales	0 ^a	.	.	0	.	.	.

mobile money marketing Very low volume of sales	-0.383	.641	.356	1	.551	-1.640	.874
mobile money marketing Low volume of sales	-0.135	.659	.042	1	.838	-1.427	1.157
mobile money marketing Moderate volumes of sales	0 ^a	.	.	0	.	.	.
Face to face High volumes of sales	.191	.378	.256	1	.613	-.549	.931
Face to face Moderate volumes of sales	0 ^a	.	.	0	.	.	.

Link function: Logit.

a. This parameter is set to zero because it is redundant.