MARKETING MIX STRATEGY INFLUENCE ON SALES PERFORMANCE OF REGISTERED COMMERCIAL PRINTING FIRMS IN NAIROBI, KENYA

BY

SUSAN WAIRIMA NDUMIA

MBA/NRB9194/18

A RESEARCH DISSERTATIONSUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF ST. PAUL'S UNIVERSITY

JUNE, 2020

DECLARATION

I hereby declare that this research project is my original work and has not been presented for a degree or any other award in any other University.

Signature…… Date…24.08.2020

Susan Ndumia

MBA/NRB9194/18

This research project has been submitted for examination with our approval as university supervisors.

Signature…….. Date……23.08.2020……

Ms. Wanjiku N. Kinyanjui
St. Paul's University

Signature…… Date ……24.08.2020……

Dr. David Kabata
St. Paul's University

DEDICATION

To the family members, Mr. & Mrs. Methu, I appreciate the support I received from you while drafting this research project. My husband Mr. Theuri and our kids Wanjiru and Wanjiku gave me an amazing support and peace of mind while developing this work. To God, He was faithful with enough grace that propelled me to clear this work.

ACKNOWLEDGEMENT

To my supervisors,M/s Wanjiku N. Kinyanjui and Dr. David Kabata, I am, grateful for your guidance and positive criticism as I worked on this project. To the senior management team of the printing firms, thank you so much for granting me permission to gather information from your entities that helped me to clear this study.

TABLE OF CONTENTS

DECLARATION ..... **ii**
DEDICATION ..... **iii**
ACKNOWLEDGEMENT ..... **iv**
TABLE OF CONTENTS ..... **v**
LIST OF TABLES ..... **vii**
LIST OF FIGURES ..... **viii**
ABBREVIATIONS AND ACRONYMS ..... **ix**
ABSTRACT ..... **x**
CHAPTER ONE **1**
INTRODUCTON **1**
1.1 Background of the Study 1
1.2 Research Problem 6
1.3 Research objectives 7
1.3.1 General objectives 7
1.4 Research Questions 8
1.5 Significance of the Study 8
1.6 Scope of the study 9
1.7 Limitations of the Study 9
1.8 Definition of Terms 9
CHAPTER TWO **11**
LITERATURE REVIEW **11**
2.1 Introduction 11
2.2 Theoretical Review 11
2.3 Empirical Review 13
2.4 Critical Literature Review and Research Gaps. 26
2.4 Research Gap 26
2.5 Conceptual Framework 32
CHAPTER THREE RESEARCH METHODOLOGY **35**
3.1 Introduction 35

3.2 Research Design 35
3.3 Population of the Study 35
3.4 Sampling Design 36
3.5 Research Instrument 36
3.6 Data Collection Procedure 37
3.7 Validity and Reliability of Instruments 37
3.8 Data Analysis and Presentation 38
3.9 Research Ethics 39
CHAPTER FOUR 41
DATA ANALYSIS, PRESENTATION AND INTERPRETATION 41
4.1 Introduction 41
4.2 Demographic Analysis 41
4.3 Descriptive Statistics 44
4.5 Inferential Statistical Results 49
CHAPTER FIVE 53
SUMMARY, CONCLUSIONS ANDRECOMMENDATIONS 53
5.1 Introduction 53
5.2 Summary of the Findings 53
5.3 Conclusion of the Research Study 55
5.4 Recommendations of the Research Study 56
5.5 Recommendation for Further Research 57
REFERENCES 59
APPENDICES 68
Appendix I: List of Commercial Printing Companies 68
Appendix II: NACOSTI Permit 71
Appendix III: Introduction Letter. 72
Appendix IV: Turn it in Originality report 73
Appendix V: Letter to the Respondent 74
Appendix VI: Questionnaire 75

LIST OF TABLES

Table 2.1: Critical Literature Review and Research Gaps.....**Error! Bookmark not defined.**
Table 4.1: Response Rate..... 41
Table 4.2: Reliability Analysis 38
Table 4.3: Respondents highest academic qualification..... 43
Table 4.4: Respondent's Working Experience 44
Table 4.5: Product Strategy..... 45
Table 4.6: Promotion Strategy 46
Table 4.7: Pricing Strategy 47
Table 4.8: Distribution Strategy..... 48
Table 4.9: Sales Performance 48
Table 4.10: Correlation coefficient..... 50
Table 4.11: Multiple Linear Regression Analysis Model Summary 51
Table 4.13: Regression Coefficient Results..... 51

LIST OF FIGURES

Figure 2.1: Conceptual Framework (Author, 2020) 32
Figure 4.1: Gender of Respondents 42
Figure 4.2: Age group of the Respondents 43

ABBREVIATIONS AND ACRONYMS

GDP	Gross Domestic Product
IBIS	International Business Information Systems
KAM	Kenya Association of Manufacturers
KARF	Kenya Audience Research Foundation
NACOSTI	National Commission for Science, Technology and Innovation
SPSS	Statistical Package for Social Scientists

ABSTRACT

The general objective of the study was to investigate the effects of marketing mix strategy on sales performance of registered commercial printing firms. The specific objectives of the study were to analyze the effects of product strategy, pricing strategy, promotion strategy and distribution strategy on sales performance of commercial printing firms in Nairobi. The study was guided by the marketing mix theory and competitive signaling theory. This study adopted the descriptive research design. The population of the study included all 68registered commercial printing firms operating in Nairobi County and the respondents included a total of 136 marketing managers and supervisors. Census technique was adopted where all the marketing managers and supervisors from all the printing firms were included in the study. The study collected primary data using structured questionnaires which was pilot tested to ensure it was valid and reliable. The data collected from the respondents was analyzed using qualitative and quantitative techniques; Statistical Package for Social Scientists (SPSS). Descriptive statistics were used to describe data in the form of means and standard deviation and inferential statistics were used to draw inferences. Based on the study findings, the respondents were moderately satisfied with their product strategy as provided by printing firms. From the results of correlation analysis, it was shown that product strategy had a positive correlation with sales performance. Regression results indicated that products strategy had significant effect on sales performance regarding pricing. In view of the results of the correlation analysis, it was shown that pricing strategy has positive correlation with sales performance. On the overall, the respondents agreed that to the promotion strategy has a great influence on sales performance. From the results of correlation analysis, it was shown that promotion strategy has a positive relationship with sales performance. In view of regression results, the study noted that promotion strategy has a significant effect on sales performance. The respondents agreed to the fact that using a variety of channels of distribution increases the volume of sales and also agreed that being located near the market increases the sales volume, while this was emphasized by majority of respondents who felt that strategic location is vital for marketing, the respondents agreed that using good ambience, as well as display, music appeals to clients occasioning greater sales. At an overall mean distribution strategy enhances productivity of sales. The study concludes that marketing mix strategy has a significant influence on sales performance. The study recommends that printing firms should enhance their product attributes in terms of branding, product design and quality specification. There is need for printing firms to carry out an analysis of product price point decision with respective to their brands so that they are at par with the market demand in order to ensure that consumers are not tempted to opt for other competitors but rather stick to their current brands. There is a need to effectively make use of the various elements of placement in order to enhance customer preference of printing products.

CHAPTER ONE
INTRODUCTON

1.1 Background of the Study

The current business environment is characterized by stiff competition globally, regionally and even locally as firms seek to outperform one another. To emerge competitive, firms are therefore called upon to relay features and importance of the product offering to current and potential customers after producing, price them in a manner that targeted customers can afford, package and place them in convenient places for the customers (Kotler, 2000). The International Business Information Systems (IBIS) World Industry Research Report on printing industry in the United States of America (2019) state that the printing industry is declining in the face of digital of products and services, and this is further worsened the demand for printing where advertising and publishing has shifted to online means in the last five years to 2019. The increase in consumer spending on advertisement has not helped the printing sector, since most of it has been done on non-print channels which are mostly the internet. In the other sectors like banks and retails, the use of e-commerce and ability for online transactions has seen the operations of the banks to become paperless.

IBIS world report, (2019) argued that printing can take place on paper, glass, metal, clothes, plastics and other materials. If the aspect of commercial printing is to gain competitively, then the players must work on digitalizing their processes, look at communication channels, economic and information revolution. To succeed, the commercial printing companies must answer these questions: ‘what do prospecting customers and clients value, how do the market communicate on its needs, what is preferences of the clients and what are the changing habits, what will work today and even tomorrow and where is the competition coming from?’ Having sound answers to these questions, may mean the survival and thriving of the sector.

Printing industry at a global view covers the whole print procedure from design to distribution and to provision of non-print services. Therefore , industry definition not only includes the many companies that do actual printing, but also those providing binding and other services including finishing encompassing die cutting, laminating, mounting, cutting, varnishing and trimming clients documents. Abubakar (2014) views global digital development in technology as the

reason behind industry transformation. Digital printing has moved continuously and progressively transforming from being commercial sector function to an office function. Printers are therefore focused on adding customer value through customer support, as majority investment towards traditional technology methods to grow capacity.

The U.S. printing industry has been under immense pressure to adapt and transform in order to remain profitable during the past decade. The printing industry suffered greatly when the U.S. economy endured a stock market crash the early 2000s as well as as the onset of an economic recession in 2008. These economic difficulties led to multiple mergers and acquisitions as well as business closures, which cumulatively put roughly 20% of printers out of business between the years 2000 and 2009 (Bennett, 2010). As of 2010, many businesses are still struggling to recover. However, the printing industry has been in turmoil since the late 1990s, due to emergent technologies such as digital media, digital printing, and the Internet; fragmentation of media; and rapidly-changing business consumer preferences, among other factors. Companies are migrating to other media formats, competition has become fiercer as traditional print jobs have become scarcer, and, for some forms of print media, the biggest competition is no longer other printers, but digital media instead.

Digitally printed materials will continue to grow significantly over the next several years as predicted by the Printing Industries of the European Union (PIA). From 2015 to 2018, digital printing saw a large increase in the composition of a printer's total marketing and sales, from 13% to 20% (Davis, 2019) as seen from the European printing segments and presented in the PIA's 2011 Print Market Atlas. "By 2023 digital printing volume should increase to around $26 billion or an annual growth rate of around 3%–4% per year" (Davis, 2019). The growth in digital is due to the migration of print from conventional and new business from the capabilities of digital printing, including shorter runs (Davis, 2019). An InfoTrends study by Valentini (2013) showed that more than half of in-plant printers intend to invest in new technology, either software or hardware, during 2016. Digital color printing saw 30.6% of survey respondents budgeted for 2016 and 32.7% of survey respondents considering adopting high-speed color inkjet.

In the countries in the Far East popularly known as the Asian tigers particular Singapore, Malaysia and Indonesia, have been known to create and recreate and the trend is growing. This creates massive competition more so in a, vibrant segment of printing, especially in North America. Simultaneously, digital printing technologies are improving at astonishing rates. Digital printing continues to increase in quality and speed; faster production has the ability to increase profits and decrease lead times. The current literature shows that print run lengths are shortening, thus digital printing, a more economical process for short print runs, is poised to gain a significant advantage in the label printing industry. Digital printing has gained widespread use in many commercial printing markets, however, it has seen a slower adoption in the packaging industry (InfoTrends, 2013).

A study done by Bintu (2017) in Maidiguri in Borno State in Nigeria on the effects of market mix strategies on performance of small printing shops and cyber cafes, the study established that strategies such as price, promotion, product and place have a very significant influence on the overall performance of the business. Further Ebitu (2016) did a study on the effect of marketing strategies and the performance of small printing firms in Akwalbom Nigeria. The study found that the quality product strategy and how it relates to marketing has a significant and positive influence on how profitable and an increase in market share size. The study recommended that Nigerian small printing firms should make greater investments in the quality of their products more than advertisement.

According to Ojwaka and Deya (2018) the commercial printing industry keeps making adjustments to try and handle the challenges the sector faces in Uganda. The growth in computer usage and computer-based enterprises has made many organizations to make the internet a part of their operations and in the promotion/advertising activities. The use of digital advertising and online technologies has become so common because of its flexibility aspect and it is easy to control. While Glore (2018) noted that using the internet can reach millions of people across the globe. In 2011 alone, several registered websites were able to reach more than 200 million viewers (itproportal.com, 2011), while the number of internet users was approximately 2 billion of whom 800 million are of Asian origin (Hanafizadeh, et al., 2012).

As Behboudi (2017) noted that monetization of online content has been seen as an alternative source of revenues to work in place of the dwindling advertising revenues. For media houses,

they have experienced a fall in newspaper readership. In Kenya, the newspaper readership and circulation has dropped, although there has generally been a drastic growth in Standard and Daily Nation newspapers. Over the years, the printing industry in Kenya has experienced a challenging business environment (Kiriba & Ishmail, 2017). This has led to throat cut competition by the players. Players in the industry are using all means possible to increase their sales. To achieve this, they have to become more focused on marketing and markets, and making their businesses more customers oriented. Their products must be more customized both in their development and in the way they are presented to the customer (Bailur, Schoemaker & Donner, 2016).

The market for digital printing is projected to reach Kshs.2, 885 billion in the next three years that is 2023 due to the advanced printing technologies which offer fast and high quality designs. The technologies have also ensured that the services are offered at an affordable cost, which means that many printing companies are shifting to the use of digital printing portfolios. The more the customers demand for customized products and make on-demand printing services, the higher the demand and growth of the digital printing (IBIS world report, 2019).

Internet advertising as defined by Abtahi, Behboudi and Hasanabad (2017) as a commercially available content on the website that firms design so as to ensure that their customers are aware of their product offerings. Glore (2018) viewed internet advertisement as deliberately established messages that are shared on the websites of the third parties and they include the search engines that can only be accessed through the internet. Internet advertisement helps the users including the advertisers to share information and interact with users online and this may have a far-reaching influence on the decision taken by the customers to make a purchase of the products (Abtahi, et al., 2017).

Sales performance in an organization is a key determinant to its success and ability to survive (Groza, et al., 2016). In an effort to establish and maintain high sales performance, the leadership must conduct periodic measurement so as to formulate better strategies, shift their expectations and share feedback on how well the firm has done in terms of its sales, as well as create incentive measures that will push the sales personnel to achieve their sales targets (Hodge, 2018). The selling function is important for disposing the firms' products and allowing continuity of operations.

Marketing mix is a term used in reference to key elements that need to be given attention by marketers in order to market their product or service offering appropriately to their customers (Ahmed & Rahman, 2015). It is made up of the controllable variables combined by an organization to meet the needs of their target customers in terms of product, price, place and promotion. The main purpose of a marketing mix is to influence consumer decision to result in a profitable exchange (Išoraitė, 2016). Product mix or strategy as is widely referred to relate to physical attributes of the commodity offered by an organization to satisfy customers' needs. There are four basic dimensions that determine the product mix include the level of consistency, the depth, the length and the width of the goods and services. Width is used in reference to the lines of the products of the firm while the product length refers to the average number of items within the lines of the products. Depth is the variability of the products in view of their sizes, formulations and flavors. The consistency of the product is used in reference to the closeness of one product with another line of items based on usage, the lines of distribution among other established indicators (Solimun & Fernandes, 2018).

These 4Ps catered the needs for marketing of goods only, hence created a need to find strategies that will guide firms in marketing for their services. This need came about since services are inherently different from products with characteristics like intangibility, imperishable, inseparable and heterogeneous (Išoraitė, 2016). A study by Booms and Bitner in the 1980s came up with three new strategies to market services and they are the 3Ps; 'People, Process and Physical Evidence', which then completes the 7Ps of the extended marketing mix. These elements influence each other and when handled correctly, often they lead to organization in achieving great success. Anytime a business unit faces stiff competition, adopting the marketing mix elements, conducting in-depth market research and doing consultation with other stakeholders can give them a competitive edge (Mustapha, 2017).

1.1.1 Printing Industry in Kenya

The first printing press in Kenya was established in 1895 by the government press. Since then, the number of commercial printing firms in the country has grown to 300 companies, according to the records held by the registrar of companies (Kenya Department of Registrar General, 2019). This growth has been attributed to liberalization of the Kenyan economy, great improvements in technology, increased literacy levels and embracing of new technological processes. The growth

is because the government press opened space for commercial business entrepreneurs to enter that sector, and those first businesses enjoyed very high profit margins as the sector was very attractive. In the last several years, the sector has been facing revolutionary changes. First, reform processes were initiated in the 1990s that called for liberalization of the Kenyan economy (Kiriba & Ishmail, 2017).

Integration of local firms with the worlds was initiated through privatization. With such, Kenyan print industry was able to modernize as they incorporated lasted technologies and machines which fluctuated. There are two main reasons to the growth of the sector. According to the World Bank 2012, the first reason is spread of education to over 66%, since as the education levels increase with literacy levels, and then the industry also grows. Hence, there is a positive and direct effect of increased level of literacy on regional paper circulation rise (KAM, 2014).

Automation progress, globalization and liberalization of regimes have led to changes in the printing industry which has occurred in the last 15 years. The shift in usage of modern technologies, latest machines and software, which has led to the sector in grow in leaps and bounds. Many of the printing firms are using high advanced and heavy machines including computer-aided and controlled printing machines. Some of the Kenyan market players are using UV digital printing and inkjet technologies among other state-of-the-art technologies which have adopted the use of pre-press services (Francis & Waiganjo, 2014). The Kenyan printing sector has experienced wide growth due to the readily available technologies, increase in consumerism and global brands.

1.2 Research Problem

The printing sector in Kenya faces a lot of pressure to adjust, adapt and transform its operations in an effort to maintain its profit margins in the highly competitive environment. Since the year 2013, theprinting industry suffered during the stock market crash in Kenya in 2010 and at the onset of recession in 2013 (Kenya Audience Research Foundation (KARF), 2019). Accordingly, about 9 percent of the population had not accessed print media by March 2019. This reality resulted in closure of businesses, merging and acquisitions among business players and which accounted for 20% of printers to be out of commission. The situation was made worse with the

introduction of the digital world where many publications are now accessed online (Kenya Association of Employers, 2017).

Several studies have been done on the effect of marketing mix strategy and sales performance for instance; Oktaviyanti, Masyhuri and Mulyo (2015) looked at marketing mix and sales performance of a particular product names "Industri Hilir Teh Walini". Results showed that increases in marketing mix variables resulted in an increase in sales performance. Osman, Othman, Salahudin and Abdullah (2016) investigated on implementing green concepts of marketing mix and noted that the local small companies within the Malaysian business space need to have a better understanding of the mix marketing to sustain performance in the future. Ndikubwimana (2016) used the case of Rwanda to study market mix effects on sales volume among SMEs in Rwanda. Results show that appropriate application of marketing mix results in higher sales volume. Gituma (2017) focused on Unga Limited to examine the effect that marketing mix had on sales performance. From the results, place, price, promotion and product had positive relationship to sales performance. All the above studies were based on different contextual and conceptual backgrounds; none of them specifically looked at the effect of marketing mix strategy on sales performance of commercial printing firms in Nairobi hence creating the need of carrying out the current study.

1.3 Research objectives

This sections presents the general and specific objectives of the study.

1.3.1 General objectives

The study sought to determine the effects of marketing mix strategy on sales performance of registered commercial printing firms in Nairobi.

1.3.2 Specific Objectives

The specific objectives included:

i. To establish the effect of product strategy on sales performance of registered commercial printing firms in Nairobi
ii. To determine the effect of pricing strategy on sales performance of registered commercial printing firms in Nairobi

iii. To evaluate the effects of promotion strategy on sales performance of registered commercial printing firms in Nairobi
iv. To determine the effects of distribution strategy on sales performance of registered commercial printing firms in Nairobi.

1.4 Research Questions

i. What are the effects of product strategy on sales performance of registered commercial printing firms in Nairobi?
ii. To what extent does pricing strategy affect sales performance of registered commercial printing firms in Nairobi?
iii. How does promotion strategy affect sales performance of registered commercial printing firms in Nairobi?
iv. What are the effects of distribution strategy on sales performance of registered commercial printing firms in Nairobi?

1.5 Significance of the Study

The study would be of significance to various stakeholders including managers in the printing industry, officers in the Ministry of ICT and future scholars and academicians. The different ways in which each of these stakeholders would benefit from the study are highlighted in the proceeding sections:

1.5.1 Management of Commercial Printing Firms

The management teams in the commercial printing firms will be able to draft relevant strategies that would bring about an improvement in sales performance. They would understand how each of the marketing factors affects the sales revenue, and thus be of help in formulating policies that would guide the performance of the sales teams. The study would also give insight on how best to use the marketing mix strategies to increase performance of the sales teams.

1.5.2 Other Scholars and Researchers

The study is likely to provide information to other scholars on the effects of marketing factors on sales revenue in the commercial printing firms. This is likely to enable them to add to their

knowledge. In addition, it is likely to provide a start point for other researchers in the future and as be part of the literature review.

1.5.3 The government

Particularly in the ministry of Information and Communication that is concerned with ICT, this study can be vital in the creation and implementation of ICT based policies, more so where regulation of both the print and electronic media are concerned.

1.6 Scope of the study

The study was on the effects of marketing factors on sales revenue of commercial printing firms in Nairobi. A list of all commercial printing firms in Nairobi was obtained from the relevant office in the county government of Nairobi city. The target population was the sales and marketing managers or persons in charge of sales and marketing and the supervisors from each of the commercial printing firms. The field work was carried out in the months of March to May 2020.

1.7 Limitations of the Study

Primary data was collected through the use of questionnaires which was likely to consume the respondents' time in filling them due to their busy schedules while others may hurry to finish and give back the questionnaire leaving out some important information. This was likely to beat the purpose. To overcome this, the researcher administered the questionnaires through email so as to allow the respondents have sufficient time in filling the questionnaire that was useful in answering the research questions.

1.8 Definition of Terms.

Distribution Strategy: A feature that allows a product or service to be made available for use through use of direct means or using indirect means with intermediaries (Tian & Jiang, 2018)

Pricing Strategy: The ability of the firm to assess what it will get when it exchanges its products after factoring in the costs of manufacturing, competition, products'

quality, the condition and the place of the market (De Toni, Milan, Saciloto &Larentis, 2017)

Product Strategy: A feature that outlines the end-to-end vision of the product and the marketing plan for a particular organization (Hajjat & Hajjat, 2014)

Promotion Strategy: These are campaign efforts launched by an organization to increase the level of awareness and influence the customers purchase decision to select the product of the organization. It is a feature that allows an organization to adopt effective measures in promoting sales, using or trying a particular product or service (Yalo, Enimola &Nafiu, 2019).

Sales Performance: A financial performance which sums up all turnover not just in monitory terms but also in acquisition of new clientele, new markets for products and the ability to retain the old customers (Du & Chen, 2017).

1.9 Chapter Summary.

This chapter serves as an introduction to the study. The chapter has given a background of the study followed by the statement of the problem followed by objectives of the study while research questions are formulated thereafter. The chapter has also discussed the significance, scope and limitations of the study. The next chapter reviews literature that is relevant to the study.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The literature review essentially discusses the work of other scholars and researchers regarding the objectives of the study. This section will review past studies by other scholars and it lay out the foundation of understanding the study findings and also in addressing the limitations of the previous studies. This chapter presents the theories that anchor the study, the empirical part on the concepts that reveal the similarities and contradictions, summary of the reviewed literature and lastly the conceptual framework depicting the link between the study variables.

2.2 Theoretical Review

The marketing mix theory and competitive signaling theory guided the study.

2.2.1 Marketing Mix Theory

Marketing mix theory was developed by Grönroos (1994). The theory has been used in making important decisions that are geared towards implementing a marketing plan. Marketing mix theory idea is aimed at organizing all the marketing plans aspects around the desires, habits and target market's psychology (Blut, Teller & Floh, 2018). A number of attributes are combined under this theory so as to enhance the brand of the products. The price, promotion, product and place forming are the major components that are combined to form the Four P's. These are the four proxies that marketing managers leverage on enhance the marketing environment in their entities. This is aimed at making decisions that center the four P's on the customers in the target market so as to help in creating the perceived value and generating a positive response.

The marketing mix methodology was largely relevant during the initial days of marketing as a concept where the high proportion of the economy was represented by physical items and products (Grönroos, 1994). However, the concept has gained relevance as seen by most of the people proposed additional proxies (extended P's) that cover the people, processes and physical appearance among others (Kraak, Englund, Misyak & Serrano, 2017). However the marketing mix in today's life has most commonly remains based on the 4P's.

The marketing mix theory was applied to expose the activities and strategies that marketing managers undertake to increase their sales. In looking at the 4Ps in the marketing mix, it exposes the marketers and strategies they adopt in increasing their sales such as product, pricing, promotion and distribution strategy and how best to employ them for realization of high sales performance.

2.2.3 Competitive Signaling Theory

The competitive signaling theory was developed by Michael Spence (1973). It is an important theory as it gives a limit on the level of predatory pricing that can be attached to the costs both at the potential and actual entrants (Moss, Neubaum & Meyskens, 2015). When looking at limit pricing, it may be an indication that the prices are low and the entrepreneur is willing to protect his/her market through making sacrifices in terms of returns, where predatory pricing costs are adopted, it signals that the low cost structure is so as to fend off new entrants in the market and also that the entrepreneur has deep pockets. Modifications made to the price of products inform the market and the situation with the competition and it is based on the amount adjustments, the timings and context. Marketers need to be able to differentiate the temporal, evolving and structural changes in price as they produce different results (Hodis, Sriramachandramurthy & Sashittal, 2015).

When one marketer gives a price cut, the other market players may accommodate those changes; they may defend their market share by giving a counter offer like discounts or even low price cuts on the products (Tran, 2017). The market signals intent, motive, objective, goal and ability of different market players. The signals may be directed to their own customers (actual and potential), the competitors, other stakeholders and investors. After the signals are given, firms will study the signal and decide on which response to give, but one signal can have different interpretations depending on the context, the timing and receivers (Taj, 2016). The signal is either deemed as clear, consistent or aggressive, the case of a price increase can be seen as a response to increase in demand of the product or weakness in the structure of the sender. At times can choose to cooperate when they analyze the signal and find it to be a good one and avoid retaliation.

At times of imperfect information, signaling can be deemed as rational predation. In many markets, it important for the players to keep themselves informed of the conditions and characteristics of the market in terms of production and technological trends. Using asymmetry of information can be concluded as predatory, when the player can influence the belief system, values and expectations of rivals in the market place and hence impact on the entry and exit of a product in the market and the price adjustments (Courtney, Dutta & Li, 2017). But at times the managers can overreact to the signals given by other market players and in the face of their competition.

The theory is relevant in the study as expounds on adoption of a price strategy that gives more returns on the investors and owners of the business unit. Any pricing made should be after close scrutiny of the market, rival competition and after gathering a lot of information so as to increase the sales performance of the firm.

2.3 Empirical Review

This section reviews past studies related to the effect of marketing mix strategies on sales performance. It particularly helps in identifying different ways that previous scholars have approached the subjects under study, their findings and recommendations. This helps in validating the adoption of various research design and data analysis in this study.

2.3.1 The Concept of Sales Performance

Business units seek high profits, low cases of loses over a period time which is a key in the performance of the business venture (Groza, Locander & Howlett, 2016). Business ventures measure their performance in monetary terms against the investment made and the policies and its operations. Performance in general looks at the general strategy, innovative measures, quality of products and services, position held in the market place and the long-run view of the operations. One of the performance fronts in business is sales performance, whose key indicators are total revenue, marketing –related expenses, profit level and extent of customer satisfaction. Profit making is important to sustain the operations of the business that is why many investors seek new and improved products as per the market demands. Organizations also offer new ways to reduce operational costs like marketing and promotional costs that yield more returns. As such

marketing is the life blood needed in an organization Improvement in the marketing decisions and factors will positively affect the economy (Yuan, Xu, Li & Lau, 2018).

Sales performance in an organization is a key determinant to its success and ability to survive (Groza, *et al.,* 2016). In an effort to establish and maintain high sales performance, the leadership must conduct periodic measurement so as to formulate better strategies, shift their expectations and share feedback on how well the firm has done in terms of its sales, as well as create incentive measures that will push the sales personnel to achieve their sales targets (Hodge, 2018). The selling function is important for disposing the firms' products and allowing continuity of operations.

2.3.2 Concept of Marketing Mix Strategy

Marketing mix is a term used in reference to key elements that need to be given attention by marketers in order to market their product or service offering appropriately to their customers (Ahmed & Rahman, 2015). It is made up of the controllable variables combined by an organization to meet the needs of their target customers in terms of product, price, place and promotion. The main purpose of a marketing mix is to influence consumer decision to result in a profitable exchange (Išoraitė, 2016). Product mix or strategy as is widely referred to relate to physical attributes of the commodity offered by an organization to satisfy customers' needs. There are four basic dimensions that determine the product mix include the level of consistency, the depth, the length and the width of the goods and services. Width is used in reference to the lines of the products of the firm while the product length refers to the average number of items within the lines of the products. Depth is the variability of the products in view of their sizes, formulations and flavors. The consistency of the product is used in reference to the closeness of one product with another line of items based on usage, the lines of distribution among other established indicators (Solimun & Fernandes, 2018).

Marketing process includes the planning and execution of the pricing, promotion and distribution of goods and services to the market, its potential targeted customers (Ahmed & Rahman, 2015). When considering the marketing strategy, it is seen as the overall plan developed by the management team within the organization with the sole aim of closing business deals through converting prospective customers into actual customers. The first instance for coining of the term

marketing mix was in the 1940s but it was fully accepted and held as true in the 1960s by Jerome McCarthy who came up with the four strategies that started with letter P. These four Ps showed the path that companies should take to successful market their products, and it includes 'Product, Price, Promotion and Place' (Wang 2017).

These 4Ps catered the needs for marketing of goods only, hence created a need to find strategies that will guide firms in marketing for their services. This need came about since services are inherently different from products with characteristics like intangibility, imperishable, inseparable and heterogeneous (Išoraitė, 2016). As such by Booms and Bitner in the 1980s came up with three new strategies to market services and they are the 3Ps; 'People, Process and Physical Evidence', which then completes the 7Ps of the extended marketing mix. These elements influence each other and when handled correctly, often they lead to organization in achieving great success. Anytime a business unit faces stiff competition, adopting the marketing mix elements, conducting in-depth market research and doing consultation with other stakeholders can give them a competitive edge (Mustapha, 2017).

2.3.3 Product Strategy

This section presents studies as done by other scholars in relation to study variables.

2.3.3.1 Product Quality

Hajjat and Hajjat (2014) looked at how the quality of a product affects the performance of a business in some of the Arab companies. In order to illustrate the stages associated with the stages of developing a product from the process of conception up to the process of distributing, a model was developed. Data analysis was conducted through the use of structural equation modeling techniques. It was revealed that the extrinsic value of a product influenced the external performance while the intrinsic value of the product influenced internal performance.

According to Wang (2017), perceived product quality basically entails the process of assessing customers to find out their views regarding the product's quality. Agyekum, Haifeng and Agyeiwaa (2015) ascertain that quality is key when designing and manufacturing superior products and that customers are always found on the expectations that the products will be of high quality. The quality of a product is therefore regarded as a key contributor to the success of

the competitive advantage of a firm. Product quality is perceived to be the degree to which a certain product achieves the customer's needs. On the other hand perceived quality entails the judgment of the consumer regarding how the product is much superior or it is excelling in the market.

2.3.3.2 Product Packaging

Rehema and Paswan (2012) researched on how consumers react to new packaging design. With regard to the previously done research, it is suggested that when the quality of a product and the prices are combined together, they will influence the intention of the customers towards the power of purchasing. A product that is packaged and has a low process receives less attention as compared to those that are charged highly. However, according to some studies, the attitude of a customer towards the package of a product and its quality is believed to have an effect on the purchasing decision when it comes to buying of products that have low prices(Rehema and Paswan, 2012).

In accordance to Velasco, Woods, Petit, Cheok and Spence (2016), product package possesses important attributes that help in communicating the ability to consume. A product package is basically a container that helps in the identification, preservation, protection and relates directly with the product itself. Effective design of a package requires that there be knowledge materials, their properties, methods of manufacturing together with the process of conversion. The design of a package plays a key role in both increasing the product visibility and helping in easily recognizing the product. Product packaging is also believed to play a key role in revitalizing the brands of a company with the main purpose of increasing the sales. Stanujkic, Karabasevic and Zavadskas (2015) states that the design of a package is believed to have an effect on the belief of a consumer regarding the products and the beliefs of consumption which increase the purchasing decision and the volume of sales.

2.3.3.3 Branding

Ajagbe, Long and Solomon (2014) looked at how the promotion of sales and the branding of a product affect the performance of a company using a case study of AIICO insurance Nigerian PLC. A total of 60 employees were sampled by the study and data collection done through use of

survey questionnaires. Chi-square plays an essential role when it came to analysis of the data. Branding of a product and promotion of the sales were seen to affect the growth of the organization. Kalembe (2015) on how branding contribution enhances Rwandan tourism performance reveled that branding and performance of the tourism sector in Rwanda related to each other.

Njawa (2015) conducted a study on how advertisement affects the performance of an organization with focus on technologically established firms. The study's population included the employees of TIGO. The views for the respondents were obtained through primary sources. It was shown that awareness; loyalty and equity of the brand significantly affected the performance of an organization. Adegbuyi, Ajagbe, Kehinde, Adegbuyi and Akande (2015) researched on the strategic roles played by branding in the sales performance of an organization. A survey method was adopted by the study. Data collection from 150 respondents was done through use of structured questionnaires. Findings showed that branding significantly influenced the performance of sales.

Lamptey (2017) researched on how branding affect the firm's performance using a case study of the pharmaceutical products in the retail industry, the mediating role of customers. It was noted that branding positively affected the performance of an organization. A study by Kim, Kim and Jeong (2003) on how consumer-based brand equity affects the performance in financial terms of a firm revealed that the loyalty of a brand, image together with awareness positively affected profitability while the quality of a brand negatively affected financial performance.

2.3.4 Pricing Strategy

Odhiambo (2013) looked at pricing as a tool of enhancing competitive position and how this enhances the ability of sales generated by the pharmaceutical entities to perform. The study findings revealed that the decision and strategy of pricing significantly affected the performance of sales. In accordance to Howard, Bach, Berndt and Conti (2015), pricing entails the process that allows an organization to determine what it will get when it exchanges its products after factoring in the costs of manufacturing, competition, products' quality, the condition and the place of the market.

2.3.4.1 Value Based Pricing

This is the process of setting prices on the basis of the perceived value of a customer with regard to the products/ services. According to Töytäri, Rajala and Alejandro (2015), this is among the strategies for pricing that deliver more profits. It describes the charge for the highly desired alternative of the consumer in addition to the value derived from differentiation. It is determined by the product itself and informed by the perceptions on the value of the product. The setting of the value based pricing is done by putting into consideration the product/ service value on the target consumers (Danzon, Towse & Mestre-Ferrandiz, 2015).

A study by De Toni, Milan, Saciloto and Larentis (2017) on how the pricing levels and strategies affect corporate profitability noted a direct link between profitability of the firm and the adopted value based pricing. Liozu and Hinterhuber (2013) researched on pricing orientation, pricing capabilities and performance of the firm. A total of 1,812 professional involved in pricing were surveyed to measure how the approach of pricing influences performance of a firm. The study revealed that value-based pricing and performance of the firm positively related to each other. Hinterhuber (2008) investigated on the strategies of customer value-based pricing and the main reason behind companies' resistance through the adoption of a two-stage empirical approach. The findings of the study showed that value assessment deficits, value communication deficits, insufficient effectiveness of market segmentation, sales force management deficits and insufficient support from the senior management team are the key factors that hinder the process of implementing the strategy of value-based pricing.

2.3.4.2 Penetration Pricing

Sije and Oloko (2013) investigated on the strategy of penetration pricing and performance of Kenyan SMEs. Selection of employees from various SMEs was done through use of stratified random sampling. Data analysis was done through use of descriptive and inferential statistics and the study findings revealed that penetration pricing and performance positively correlated to each other. In accordance to El Maghraby, Ahmed and Osman (2015), the strategy of penetration entails the process where a product/ service are charged a low price to allow easy market penetration. Rémuzat, Dorey, Cristeau, Ionescu, Radière and Toumi (2017) ascertain that penetration pricing is a process that allows organizations to set lower prices for newly

established products/services so that they can easily penetrate to new and existing markets. Du and Chen (2017) suggested that penetration pricing plays a major role in supporting launching of new products.

Wainaina and Oloko (2016) focused on the ability to penetrate the market and its link with the ability of the firm to grow with key emphasis on firms that take part in processing of soft drinks. The study employed the use of stratified random sampling. Variable relationships were done through use of correlation and the findings revealed that penetration pricing negatively impacted the growth of an organization. It is believed that penetration pricing can contribute to increase in market share and also the volume of sales. Additionally, Liu, Zhai and Chen (2019) ascertain that the strategy of penetration pricing can be adopted by organizations to help in promoting complementary products.

Nyaga and Muema (2017) conducted a study on how the strategy of penetration pricing affected Kenyan insurance firms' profitability. 45 insurance companies were used as the target population. Data form the period of 2008-2012 was adopted by the study and 900 employees were used as the sample. In order to sample 2 employees from each of the insurance companies, the technique of purposive sampling was used. The study revealed that penetration pricing and profitability of the firm positively related to each other.

In accordance to Kienzler and Kowalkowski (2017), the strategy of penetration pricing is used by organizations to help in pricing their products and services at a price that is lower than the normal one. With regard to this, an organization develops the ability to get accepted in the market, enhance the overall share in the market or lowering the level of competition in the market. Charging very low prices means that firms must forget the probable revenue streams and create an impression to the end users that the quality of the product is low. Through this, it will be a challenge for the firm to raise the general level of prices. Additionally, it will become much difficult for products that are charged at low prices to takeoff in the market.

2.3.4.3 Price Discount

In accordance to Kuntner and Teichert (2016), promotion of prices covers the coupons and other messages that drive customers to buy more products. In today's life, most customers have gained awareness of all the communication campaigns which has enabled them to seek for offers of promoting the prices of the products. The promotion of prices strongly affects customers. They play a role in influencing customers to purchase one particular brand rather than purchasing another and also purchasing in greater quantities (Liu, Li, Peng, Lv and Zhang, 2015). Price discount entails the process where customers are given products at reduced prices other than the regular one. Li, Wang and Dai (2016) argue that firms can leverage on discounts to induce product trials which may grow the repeated purchases through the customers that are already in place and those that are new to the firm.

Moslehi and Haeri (2016) researched on how promotion affects the perceived quality and the intention of repurchasing. The adopted design was descriptive survey and it was based on performance. In total, the customers of coffee shops adding to 230 of them were targeted and sampled with aid of simple random means. It was shown that promotion of prices significantly impacted perceived product quality and service quality. Cui, Yang and Chou (2016) on how the strategies of promoting prices affect the sales performance of manufacturers revealed that the strategies of promoting prices affects performance of sales.

2.3.5 Promotion Strategy

Kamba (2010) looked at how effective the means of promoting the products were and their link with the ability of sales in Kenyan pharmaceutical firms to grow.It was noted that the marketing staff go an extra mile and bring out the combination of promotion mix which may enhance the volume of generated sales by an entity. Odondo, Aliata, Aila, Ojera, Abong'o and Odera (2012) did note a direct link between the strategies used to promote products and the ability of banking entities to perform. Another study by Yalo, Enimola and Nafiu (2019) concentrated on the strategies of marketing and their link with the ability of the entity to perform. A direct link was noted between the strategies of distribution, the mechanisms of pricing and the ability of an entity to perform.

2.3.5.1 Sales Promotion

In this strategy, a firm demonstrates to the end users how a certain product can be used and the resultant outcomes. According to Mendez, Bendixen, Abratt, Yurova and O'Leary (2015), this strategy is used in organizations alongside with advertisement, public relations and personal selling. Organizations also use sales promotion in enhancing the level of competitive positioning while creating awareness for the end users to make a purchase of the product offerings (Santini, Sampaio, Perin, Espartel & Ladeira, 2015). This is viewed a strategy that is either linked to media and it can also be unrelated with media. Its essence is to grow the demand of the product offering of the firm over a given time frame. Jin, Wang and Hu (2015) noted that this strategy creates more value on the product so that more sales revenues are generated.

Odunlami and Ogunsiji (2011) was of the view that promotion of sales is linked with more revenues and the ability of the firm to perform. A study by Nazish Zehra and Sadia (2011) on how sales promotion affects the profitability of an organization and the perception of customers in Pakistan revealed that promotion of sales directly affected the loyalty of a brand thus increasing the profitability of an organization.

Festus (2016) focused on the Ghanaian Guinness firm to bring out the link sales promotion and the ability of an entity to perform and established a direct link between these constructs. In another study, Adeniran, Egwuonwu and Egwuonwu (2016) investigated on how sales promotion affects sales turnover in Nigerian airlines industry. It was noted that the incentives of sales promotion positively impacted the sales turnover in the airline industry. Osogbo (2014) conducted a study to find out how advertising affects the ability of an entity to remain profitable. The study found that advertising affected the profitability of an organization and that sales promotion had an interaction with the ability of the firm to perform on the basis of the sales quantity.

2.3.5.2 Advertising

Jebungei (2014) investigated advertising's influence on the ability of the entity to perform focusing on Kenyan cosmetic manufacturing entities. It was shown that through the channels of advertisement, an entity is able to establish its appeal and awareness. Through advertising, it was shown that an entity is better placed to enhance its generated profits and the amount of sales.

Among the telecommunication entities in Somali context, Sagal (2015) noted that advertising and the volume of sales are significantly linked.

Njawa (2015) focused on advertising and its link with the performance of an organization. The study found out that advertising significantly affected the performance of an organization. Dauda (2015) researched on how advertising affects the ability of Nigerian business entities to generate profits and enhance their value of sales. It was shown that advertising positively related with profitability. The study however revealed that there was no significant positive relation between the company's advertising expenses and sales revenues. The issues of concern raised include the need for entities to go an extra mile and focus on generating more revenues from sales while leveraging on advertising platforms, promotion of sales and personal selling platforms.

In accordance to Pechmann and Catlin (2016), advertising is a form of communication that is not personal in nature and it relates with an entity and the various types of product offering. According to Schmidt and Eisend (2015), advertising largely focuses on the targeted audience and its essence is to ensure that a given product and service has been promoted. Advertising is a form of strategy that is used by organizations in informing, reminding and persuading customers to purchase a product. It is also used in presenting products, ideas and reaching the target consumers.

2.3.5.3 Direct Marketing

With this strategy, the firm has one on one contact with the end users of its product offerings. It is beneficial since the customers will have an opportunity to get response at the personal level regarding the product offering in the firm. It entails face to face interactions. Direct mail is the method of sending information to target customers regarding special offer, commodity, sale announcement, and service recall. It covers telemarketing, e-mail marketing, catalogues, brochures, newsletters and online marketing (Stoll, Dubik & Campbell, 2015). This strategy helps the firm to gather the required information on the end users and come up with customized products on the basis of the preferences of the end users.

Mukorombindo (2014) looked at direct marketing and its interaction with the ability of the sales generated to perform. A poor link was noted between direct strategy of marketing and the ability of the firm to perform in terms of the sales. This was attributed to such factors as inadequate plans that were organized, inadequate budget at the market level and poor channels of communicating information. The recommendation noted was the need of the firm to embrace different mechanisms of direct marketing of the products. Maina and Afande (2015) looked at the elements within the promotion mix and their link with sales volume of Kenyan financial entities. The notable result was that promoting sales is linked with the volume of sales followed by personal sales; public relations then direct marketing which has the least effect on sales marketing.

Jemutai and Wambua (2016) focused on integrated marketing communication and performance of Kenya Post and Savings Bank. The adopted design was descriptive and the targeted and sampled respondents were 80. The views of the respondents were gathered through primary means. It was noted that direct marketing advertising, personal product, sales promotion and public relations improve the performance of the company by growing customer retention, customer loyalty, sales volumes, branch expansion and customer reminders.

2.3.6 Distribution Strategy

Distribution concerns the movement of goods from the manufacturers to the final consumers. It looks at the middlemen and how they facilitate the movement of products to a place that is convenient for the customers. It includes geographical distribution of the distributors, branding of their premises and how it influences sales revenue. (Jerath, Kim & Swinney, 2017)

2.3.6.1 Distribution Channel

The channel of distribution is viewed as a group of organizations depending on each other which help to avail the product to the final users (Tian & Jiang, 2018). The channel of distribution can cover physically moving the item, storage of the items, ownership of the products, both pre and post-sale operations, processing of the orders of the clients, collection of the amount and the related support tasks (Jerath, Kim & Swinney, 2017). Distribution entails the process where the firm strives to avail the product by either direct or indirect avenues as supported by third parties

(Kim & Nam, 2015). Schoviah (2012) researched on how strategies of market distribution affect the performance of a firm using a case study of Kenyan commercial banks. The adopted study design was descriptive and it targeted 43 Kenyan commercial banks. Findings of the study revealed that marketing distribution strategies increased sales, market share and profits.

Karanja, Muathe and Thuo (2014) analyzed how marketing capabilities and the strategy of distribution affect performance of MSP intermediary organizations' in Nairobi County, Kenya. The adopted design was cross sectional as well as descriptive and 397 respondents were targeted. From these 219 of them were sampled out and covered by the study. It was shown that the capabilities of marketing and choice of distribution strategy significantly affected performance. Oladun (2012) assessed key innovative strategies of distributing the products and their role as far as the ability of international entities to perform was concerned with key emphasis on Nigeria. The adopted design was cross sectional and it was shown that the strategies of distribution positively affected the delivery strategies. The study failed to establish an evidence of the link between innovation strategies of distribution and the ability of the entity to perform.

2.3.6.2 Geographic Location

The profit margins generated by an entity is shaped and informed by its location in a geographical map (Buters et al., 2015). This could be attributed to the quality and proximity of raw materials and labor, the proximity to consumers and rivals, the costs of infrastructure and transport. The study used data from a detailed 2007 report on tracking logs. It was noted that the position of the entity geographical and its ownership do predict its ability to perform. Therefore, the business entities that have been structured on the basis of the focal locations are likely to realize greater productivity as compared to those firms that are independent (Harris, 2015).

Foghani, Mahadi and Omar (2017) conducted a study on cluster promotion and networks for SMEs to economic development in the era of globalization. The study's findings revealed that those SMEs that operate in established clusters are in position to enhance their global network and presence. Eze, Odigbo and Ufot (2015) determined how business location and consumers patronage correlates to each other. Collection of data was done using structured questionnaires. Findings showed location of the company has a major impact on business results. It was concluded that the business's proximity to consumers affects repeat purchase.

2.3.6.3 Physical Appearance of the Stores

The experiences of the customers are shaped and informed by the services cape in the entity (Wang & Mattila, 2015). In addition, facilities include cape elements that affect customer behavior; advertising, parking, the prevailing conditions, lighting, music and entertainment. Mown and Minor (2004) indicated that the design of the store has a positive effect on the decision of consumers to buy, thereby increasing the sales. In an organization that has nice aroma and color and clear layout will positively predict the perceptions of customers on the product offering.

Parsons, Ballantine, Ballantine, Jack and Parsons (2010) conducted a study on the cues in the atmosphere and their interaction with the experiences of the retailers. It was noted that the interest of the customers is raised when an organization has medium music and serene ambience. Mwendwa (2016) conducted a research to find out how service caps affects sales in the hotel industry using a case study of the Nairobi Serena Hotel. The adopted design was descriptive with 200 staff being targeted where 50 of them, were sampled out. The study collected primary data using a questionnaire. It was noted that aesthetic elements of the hotel positively affected sales. The study suggested that management have better working conditions so employees and customers would be comfortable. The other recommendation noted by the study was the need for the managerial team to enhance the space of their hotels, improve on the comfort of the seat and the furnishing of their restaurants.

2.4 Critical Literature Review and Research Gaps.

The Table below present the gaps in literature that this study sought to fill. It identifies empirical studies in each specific variable, the author(s), the specific objectives, the findings and the contextual, conceptual and the methodological gap and explains how the study sought to fill such gaps

2.4 Research Gap

Table 2.1: Research Gap

Variable	Author	Objective	Findings	Conceptual/ contextual gap	Methodological gap	How the study will fill the gaps
Product	Hajjat and Hajjat (2014)	How the quality of a product affects the performance of a business in some of the Arab companies.	It was revealed that the extrinsic value of a product influenced the external performance while the intrinsic value of the product influenced internal performance.	The study was done in a different country hence creating a contextual gap.	. This research utilized snowball sampling method	The current study fills the gap by concentrating on the marketing mix strategy and sales performance of commercial printing firms in Nairobi. The study adopted a census technique.
	Lamptey (2017)	How branding affect the	The results of the study revealed that branding positively	The study was done in the retail industry hence creating a	The researcher used panel regression	The current study fills the gap by looking at the marketing mix strategy and sales performance

		performance of an organization using a case study of the pharmaceutical products in the retail industry, the mediating role of customers	affected the performance of an organization.	contextual gap.	analysis.	of commercial printing firms in Nairobi. This study used both descriptive and e linear regression analysis
Pricing	Wainaina and Oloko (2016)	The strategies of market penetration and the growth of an organization using a case	penetration pricing can contribute to increase in market share and also the volume of sales	The study used the case of soft drink hence creating a contextual gap.	The research adopted a case study research design.	The current study will fill the gap by looking at the marketing mix strategy and sales performance of commercial printing firms in Nairobi. This study will use descriptive research design

		study of soft drink				
	Odhiambo (2013)	The role of pricing as a strategy and competitive positioning of an entity	The study findings revealed that the decision and strategy of pricing significantly affected the performance of sales	The study was done in the pharmaceutical companies hence creating a contextual gap.	The study used simple random sampling technique.	The present inquiry focused on Kenyan printing entities with their operations in Nairobi. This study employed both descriptive and regression analysis
	Sije and Oloko (2013)	The strategy of penetration pricing and performance of Kenyan SMEs.	The study findings revealed that the decision and strategy of pricing significantly affected the performance of sales	The study looked at the strategy of penetration pricing hence creating a conceptual gap.	. This research employed snowball sampling technique	The study used stratified random sampling method. The current study fills the gap by looking at the marketing mix strategy and sales performance of commercial printing firms in Nairobi
Promotion	Kamba (2010)	How the methods promotion are effective and the role this	The study findings revoked that marketing	The study was done in the pharmaceutical manufacturing	The study used secondary data while this	While focusing on printing entities, the present study looked at the marketing mix

	plays in generation of sales in an entity	managers should find out what promotion mix combination makes promotion programs that are very effective towards increasing the sales	companies hence creating a contextual gap.	study collected primary data	strategies and their link with performance. This study collected primary data.
Nazish et al. (2011)	How sales promotion affects the profitability of an organization and the perception of customers in Pakistan	Sales promotion positively affected the loyalty of a brand thus increasing the profitability of an organization	The study was done in Pakistan hence creating a contextual gap.	Qualitative research methodology was employed and data is collected through semi structured interviews.	The current study will fill the gap by looking at the marketing mix strategy and sales performance of commercial printing firms in Nairobi.This studyadopted quantitative research methodology.

Ajagbe et al. (2014)	How the promotion of sales and the branding of a product affect the performance of a company in Nigerian context	Branding of a product and promotion of the sales affected the growth of the organization.	The study used the case of Nigerian PLC hence creating a contextual gap.	Primary data was obtained via interviews.	The focus of the present study was on printing entities in Kenyan context, specifically Nairobi, For this study, primary data was collected using structured questionnaires
Festus (2016).	How sales promotion affects the performance of an organization using a case study of Guinness Ghana Breweries	Sales promotion positively related to performance	The study was done in Ghana hence creating a contextual gap.	This was a case study	The current study will fill the gap by concentrating on the marketing mix strategy and sales performance of commercial printing firms in Nairobi

		Limited				
Distribution	Karanja et al. (2014)	How marketing capabilities and the strategy of distribution affect performance of MSP intermediary organizations ' in Kenya	The capabilities of marketing and choice of distribution strategy significantly affected performance	The study looked at how marketing capabilities and the strategy of distribution affect performance hence creating a conceptual gap.	Only secondary data was exploited in this case	The current study will fill the gap by looking at the marketing mix strategy and sales performance of commercial printing firms in Nairobi.

Source: Author (2020)

2.5 Conceptual Framework

Consider Figure 2.1 which bring a link between the study variables.

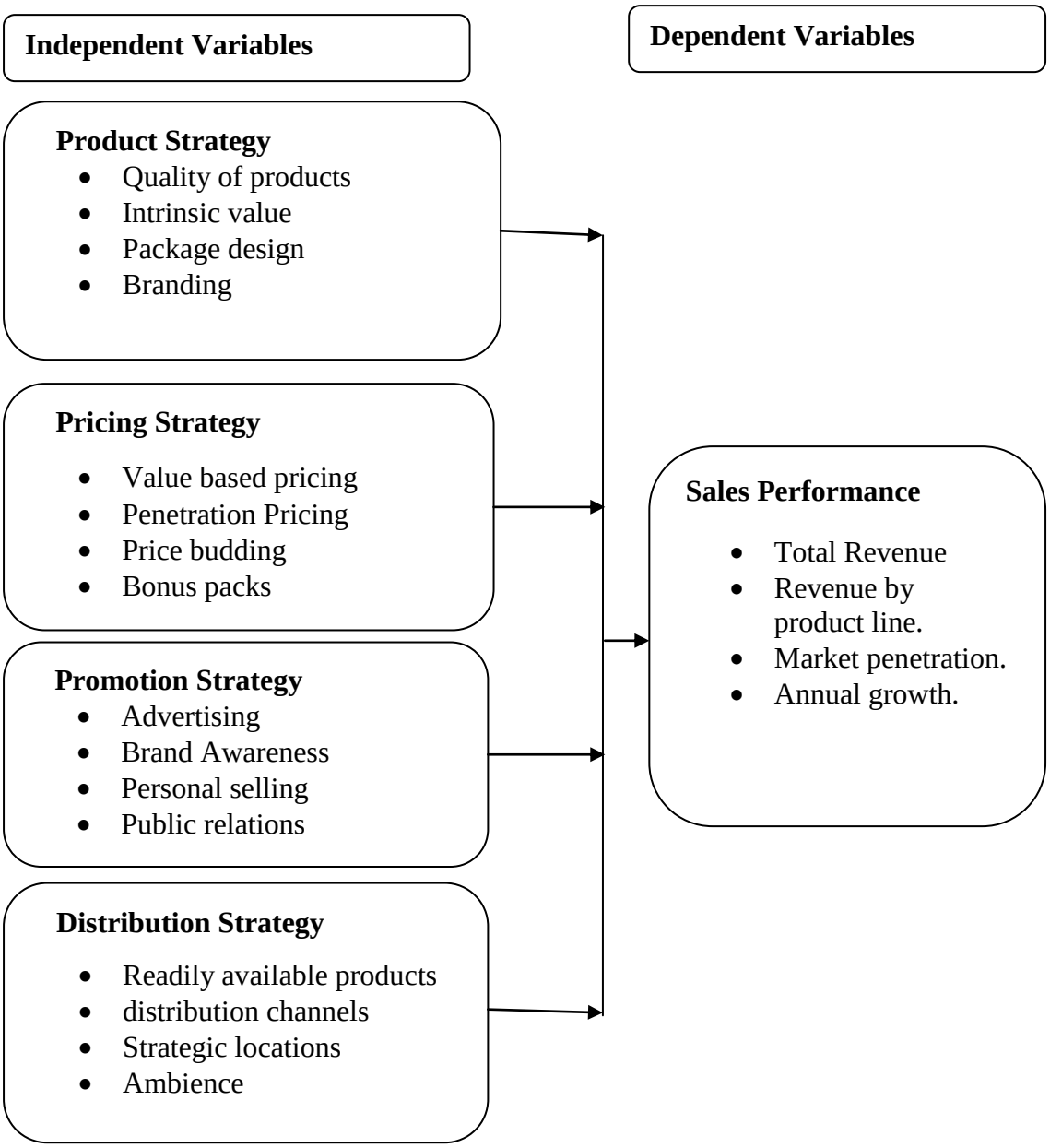


Figure 2.1: Conceptual Framework (Author, 2020)

2.5.1 Explanation of variables

Product strategy in this case refers to one or more features that outlines the end-to-end vision of the product and the marketing plan for a particular organization. In this case the product strategy is realized through quality of products use of the intrinsic value of products, package designs that increase product visibility, labelling of products to attract more clients as well as branding.

On its part, pricing strategy can be described as the ability of the firm to assess what it will get when it exchanges its products after factoring in the costs of manufacturing, competition, products' quality, the condition and the place of the market. In this case pricing has been realized through the use of value based pricing, penetration pricing, price budding and the use of bonus packs.

Promotion strategies include campaign and efforts launched by an organization to increase the level of awareness and influence the customers purchase decision to select the product of the organization. It is a feature that allows an organization to adopt effective measures in promoting sales, using or trying a particular product or service. Such strategies include the increasing of brand visibility and brand loyalty, advertisements that attracts more clients and increases the market share, event to create brand awareness, personal/direct selling as well as the adoption of public relations in a bid to increase return on sales.

Distribution strategyin this study has been viewed as a feature that allows a product or service to be made available for use through use of direct means or using indirect means with intermediaries. In the study it is manifest through, the companies having ready to use services and customized products using multiple channels of distribution, being strategically placed in terms of geography and being accessible in multiple channels of transport and the creation of ambience where the clients fell at home in your premises.

This study views sales performance as a financial performance which sums up all turnover not just in monitory terms but also in acquisition of new clientele, new markets for products and the ability to retain the old customers. In this study it is manifest in increased profitability and increased sales volumes. This can lead to a larger market share therefore opening up of business branches.

2.6 Chapter Summary

This chapter has discussed the work of other scholars and researchers regarding the objectives of the study. This section also reviewed past studies by other scholars and it lay out the foundation of understanding the study findings and also in addressing the limitations of the previous studies. It also presented the theories that anchor the study, the empirical part on the concepts that reveal the similarities and contradictions, summary of the reviewed literature and lastly the conceptual framework depicting the link between the study variables. The next chapter tackls the research methodology

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The key methods that were used as far as the realization of the study objectives is concerned are discussed in this chapter. The areas covered in this chapter include the design that was adopted, the targeted respondents, how they were sampled out and how their views were gathered and processed and presented.

3.2 Research Design

A research design is a blueprint that researchers follow when doing the research work, as it states the step-by-step procedures, the structure and method in collecting data to solve the research problem (Lewis, 2015). The main aim of having a research design is to ensure that relevant data is collected in an efficient manner free of wastages of time, funds and effort (Ray, 2015). The study adopted a descriptive research design whose essence is to determine and report the correct state of things without manipulating the information (Ponelis, 2015). Thus, the descriptive design was ideal as it enabled the researcher to have a description of the marketing mix strategies that printing entities in Nairobi had adopted as well as the state of their general performance in terms of sales.

3.3 Population of the Study

According to Tang, Hallouch, Chernyak, Kamaya and Sirlin (2018), a targeted population covers a related group of individuals, things or items that have analyzable attributes. In this inquiry, 68 printing firms in Nairobi were targeted (KAM, 2020) as shown in appendix I and the respondents included the marketing managers and supervisors from the commercial printing firms. From the aforementioned, the target population is 136 persons dealing with marketing activities in the printing industry where the marketing managers and supervisors were purposively targeted. The study targeted two respondents from each firm, in this case the marketing managers and supervisors based on the assertion (KAM 2020) that most of the other marketing staff are not permanently employed complicating their being accessible

Table 3.1 Population of the Study Table

Category	Population Size	Percentage
Marketing Managers	68	50
Supervisors	68	50
Total	**136**	**100**

Source: Marketing Society of Kenya (MSK) (2020)

3.4 Sampling Design

All the 136 marketing managers and supervisors in the commercial printing companies were targeted and included in the inquiry. With these relatively smaller targeted respondents, census was adopted and this all of them were included in the investigation. By this census, it was possible to gather information from all the participants. Census was also used due to the fact that it has been vouched as a survey method that increases the statistical confidence of the study and also offers a the highest chance where negative feedback can be identified almost instantly (Kombo & Tromp 2006).

3.5 Research Instrument

This is the process of gathering information that interest the researcher in an established manner and which is systematic so as to provide answers to the study questions, evaluate the outcomes and test the stated hypotheses (Sutton & Austin, 2015).

3.5.1 Instrumentation

The primary tool that was used for data collection was a questionnaire which was ideal since all respondents got the same questions . According to Torbert et al, 2016), there are no major challenges when it comes to administration of the questionnaire as a tool of the inquiry, it saves of time and funds. It also allows the respondents to fill the questions in a way that that they feel satisfied, meaning relevant data can be received. The questionnaire was designed by the researcher and contained close-ended questions relating to experiences and opinions of the sample population. A five point Likert scale where 1=strongly disagree and 5=strongly agree was used.

3.6 Data Collection Procedure

Data collection procedure refers to the process that the researcher will undertake in order to administer the data collection instruments (Mauša, Galinac-Grbac & Dalbelo-Bašić, 2016). An introduction letter was sent to the respondents' firm and the management of the various printing firms to be allowed to undertake the research in their firm, before commencement of the exercise. On being granted permission, the researcher administered the questionnaires to the staff members through the email. Polite reminders and follow up was done to inform the respondents on the need to fill in the questionnaires. Once the questionnaires had been filled in, they were emailed back to the researcher.

3.7 Validity and Reliability of Instruments

3.7.1 Validity of Research Instruments

A valid instrument indicate what it is designed to indicate. Validity of a data collection instrument shows the truthfulness and accuracy of data and inferences acquired from the data (Leung, 2015). If a measurement is valid, it is also considered to be reliable. Validity test is categorized into content, construct and criterion. This study applied content validity as it measures the extent to which the selected items contained in the sample represents the content being measured by the test. To ensure content validity, the supervisor assessed the concepts formulated in the questionnaire and determined whether they measure what they were supposed to measure.

3.7.2 Reliability of Research Instrument

Reliability measures consistency of instruments, whether they can yield similar results when subjected to comparable conditions (Mohamad, Sulaiman, Sern & Salleh, 2015). According to Koo and Li (2016), a reliable decision making data is one that has been collected by instruments that yield similar results when repeatedly applied over a period of time. The study applied reliability analysis to assess internal consistency of the study variables. Cronbach's Alpha coefficient was computed on all components of questionnaire and their assessment given. Alpha of 0.7 and above was used as a threshold in this study.

3.7.3 Results of Reliability Analysis

The results of reliability are indicated in Table 3.2.

Table 3.1: Reliability Analysis

	Cronbach Alpha	No. of Items
Product Strategy	0.864	5
Pricing Strategy	0.857	5
Promotion Strategy	0.766	5
Distribution Strategy	0.805	5
Sales Performance	0.814	5

Source: Research Data, (2020)

As the Table 4.2 above indicates this study's Cronbach Alpha coefficient of reliability was used. Since the study adopted an internal measure of consistency, Cronbach Alpha is one of the commonly used measures of internal consistency and this is why it was adopted in this study. Past related empirical studies like Gituma (2017) also determined the reliability of the instrument by use of Cronbach Alpha. In this study, the value of Cronbach Alpha was arrived at through a calculation of the overall Cronbach Alpha coefficient of reliability. The study is more reliable when the coefficient is high. The study was also guided by Frankfort-Nachmias and Nachmias (2012) who found that Alpha value threshold at 0.7. In this study the Cronbach's alpha coefficient for the variables were as follows: - product strategy had0.864, promotion strategy variable had a Cronbach's alpha coefficient of 0.857, promotion strategy had 0.766Cronbach's alpha coefficient, the distribution strategy variable had 0.805 and finally sales performance had a coefficient of 0.814. It can therefore be deduced that the Cronbach's alpha coefficients for the study variables were greater than above prescribed value of 0.7 (Kothari, 2004). The research instrument was confirmed to be reliable and no amendments were required.

3.8 Data Analysis and Presentation

Kothari (2004) observed that data analysis involves subjecting the collected data to mathematical analysis, usually with a help of computer software so as to get meaningful statistics. According to Mikkelsen et al, (2015), data statistics can either be inferential which makes inferences on elements that have been observed and descriptive statistics states what has been observed. Under inferential statistics it is allowed to generalize and make conclusions on the population and get the sample, but the researcher needs to be keen that the samples accurately and correctly

represents the entire population. The purpose of inferential statistics is to make inferences on the hypotheses, draw conclusions on the population and find patterns on the targeted population.

Descriptive statistics describes the main features of the collected information in a quantitative manner (Ho & Yu, 2015). The gathered information was processed and analyzed quantitatively as supported by SPSS tool. Descriptive statistics were used to describe data in the form of means and standard deviation. The researcher also used the regression analysis. The link between marketing mix strategies and the ability of sales to perform was explored regressionally with the model as summarized as floows:

$$Y=\beta o+\beta_1 X_1+\beta_2 X_2+\beta_3 X_3+\beta_4 X_4+\varepsilon$$

Where:

Y is Sales Performance

βo is a constant

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ are regression coefficients

ε is Error term

X_1 is Product development

X_2 is pricing

X_3 is Promotion

X_4 is Distribution

The tables and graphs were used to inform the presentation of the findings

3.9 Research Ethics

Ethics are the moral code of conduct and values that govern the behavior of an individual while working within a group (Ryen, 2016). It can also be defined as looking at the principles that determine the right or wrong actions and stating the alternative measures that can be undertaken by individuals.

Confidentiality and anonymity of participants was assured before beginning the data collection process. The researcher carried a University introduction letter which was accompanied by a

research permit from NACOSTI and all these accompanied the questionnaires and participants received explanation of the purpose and process of the research before any further engagement. Personal or privileged participants' information details were not displayed at any point, the privacy of the respondents was respected at all times.

On informed consent during the research exercise, the participants willingly and voluntarily were allowed to make it clear if they wanted to be included in the study or not. Whenever the researcher is interacting with the respondents, it is paramount to ensure they have their free will and they make autonomous decisions. Each and every participant was informed of the purpose of the research, what the study entailed and thsey couldonly participate in the study by giving their consent free from influence.

3.10 Chapter Summary

This chapter has covered the key methods that were used as far as the realization of the study objectives is concerned are discussed in this chapter. The areas covered in this chapter include the design that was adopted, the targeted respondents, how they were sampled out and how their views were gathered and processed and presented. The next chapter covers the presentation of data analysis and presentation.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter details the results of the analysis from the data that was gathered in the field using questionnaire. The respondents' characteristics, their respective opinions and the influence of market mix strategies on sales performance of commercial printing firms in Nairobi. Descriptive as well inferential statistical tools applied in the chapter.

4.2 Response Rate

The results of the response rate are indicated in Table 4.1.

Table 4.2: Response Rate

Response	Frequency	Percentage
Returned Questionnaires	76	56
Unreturned Questionnaires	60	44
Total	**136**	**100**

Source: Field Data, (2020)

The Table 4.1 shows that out of 136 questionnaires administered, 76 were returned. This constituted a 56% response rate. Kombo and Tromp (2006) postulated that a response rate of 50% is adequate for reporting and analysis purposes. Although this response rate can be said to be rather low, this be as a results of the tedious process of data gathering where respondents were required to scan and send questionnaires via email or otherwise send Whatsapp photos of the questionnaire owing to the ongoing rule of social distance to help stop the spread of the COVID-19 Pandemic.

4.3 Demographic Analysis

This section is a presentation of the demographic information on respondents who were sampled out for this particular study. The study presented it under sub-headings including Gender, age, educational levels and length of service

4.3.1 Gender of Respondents

The study was seeking to find out the respective genders of the responding participants, based on the view that views of female and male respondents may differ on various aspects as expressed in Figure 4.1.

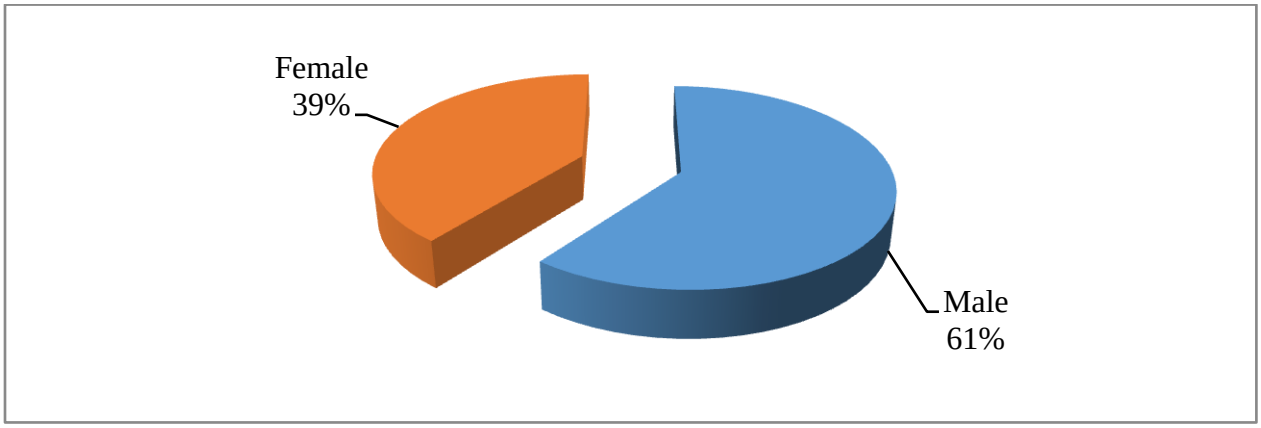


Figure 4.1: Gender of Respondents
Source: Research Data, (2020)

Figure 4.1 indicates that most of the respondents (61%) were male while the remaining (39%) were female. This means that both male and female respondents participated in the study but quite skewed towards the male gender.

4.3.2 Age Group of the Respondents

Age variation maybe seen as a factor that may often influences the perception of respondents regarding possible on job training and possible sales engagement. Figure 4.2 displays the various ages of respondents in this study.

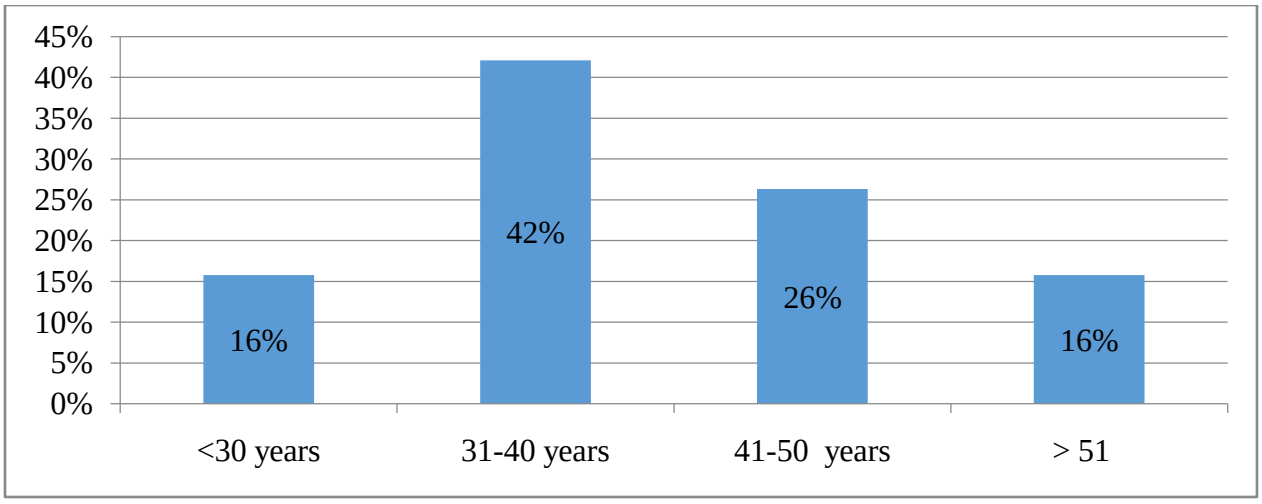


Figure 4.2: Age group of the Respondents
Source: Research Data, (2020)

Figure 4.2 reveals that16% of respondents had an age of 30 years and below, 42% had 31 to 40 years and 26% were 41 to 50 years while 16% had over 51 years of age. This indicates therefore that most of the respondents were aged between 31and 40 years and this is the age adults who could probably argue out issues related with marketing mix strategy in their firms.

4.3.3Highest Level of Education

In this study, the level of education as a factor as it usually does had a bearing on the view of respondents of an ideal workplace environment relevant to sales performance. The results are shown in Table 4.3.

Table 4.3: Respondents highest academic qualification

Academic Qualification	Frequency	Percentage (%)
Secondary level	34	45
Tertiary/College level	25	33
University level	12	15
Other	05	07
Total	**76**	**100**

Source: Research Data, (2020)

The highest number of respondents had at least an ordinary level education making up 45% of the total respondents, those with college level education constituting 33% while those with at least a Bachelor's degree made up 15% of the study respondents. Those with other levels of education which in respondents' view did not fall in the specific categories of secondary, tertiary and university level made up 7%. This shows that the respondents of the study could read and

probably interpret the questions raised on marketing mix strategy hence they possibly shared information that was relevant on the theme of the study.

4.3.4 Working Experience

The length of time one has stayed in the organization is usually viewed as influencing their opinions and the sale's overall output. On working experience, the response was as indicated in Table 4.4

Table 4.4: Respondent's Working Experience

	Frequency	Percentage (%)
> 5 years	16	21
6 – 10 years	36	47
11 – 15 years	10	13
16 – 18 years	14	19
Total	**76**	**100**

Source: Research Data, (2020)

Table 4.4 is presentation of the respondents work based experience. Accordingly, 21% of the participants shared having worked for 6 and 10 years; those who had worked for 11-15 years were at 13% while 19% of the participants had worked for 16 years or more. The study clearly indicated that the biggest percentage of the workforce had worked for a period of between 6 and 10 years. This was viewed as relevant to this study because it's an indicator that the most of these marketing and sales staff have been in the institution long enough to give valid views in responses.

4.4Descriptive Statistics

This section gives a description of the findings based on the four objectives of this study starting with product, pricing, promotion and distribution strategies.

4.4.1 Product Strategy

The study was seeking a determination of the respondents' views on product strategyat various commercial printing firms. This was done using a five point Likert scale of 1=strongly disagree and 5=strongly agree and Table 4.5 is a summary.

Table 4.5: Product Strategy

Statement	Mean	Std. Dev
Products that are of high quality command high sales	3.50	1.04
The intrinsic value of our products influence our internal performance	3.71	0.35
Package designs increases product visibility/recognition in the market	3.56	0.01
Well labeled products attracts more customers hence more sales	3.65	0.02
Brand name increases product visibility as well as its sales	3.68	0.93
Composite Mean	**3.62**	

Source: Research Data, (2010)

As shown in Table 4.5, the respondents agree that products of high-quality command high sales at a mean score of 3.50, the participants in the study further agreed that intrinsic value of their products influence their internal sales performance with the score of 3.71. They were in agreement at a mean score of 3.56 the designs of their packages increases product visibility as well as market recognition; they agreed that well labeled products attract more clients therefore a greater sales volume at a mean of 3.65 and respondents felt that Brand names increase product visibility therefore greater sales supported by a score of 3.68.

In terms of standard deviations, only one statement, (products that are of high-quality command high sales) had value a high value of above 1 while all other statements had low values. The low values of standard deviations on the statements imply that respondents shared similar views on product strategy as a practice in their organization. Overall, the respondents were moderately satisfied with their product strategy as provided by printing firms at an average mean of 3.62. The findings have a common ground with the findings of Mukanzi and Amahwa (2018) who found that branding is vital for increase in sales performance.

4.4.2 PromotionStrategy

The study was seeking a determination on the effects of promotion strategy on the performance of sales at various commercial printing firms. For this objective to be achieved, responding marketers were to indicate the degree to which they assented or dissented on them and Table 4.6 is a summary.

Table 4.6: Promotion Strategy

	Mean	Std. Dev
Our promotions have increased our brand visibility and brand loyalty	3.52	1.14
Our advertising attracts customers to our business leading to high sales volume.	3.40	0.03
Events and experiences have increased our brand awareness	3.45	0.86
Personal direct selling has led to high sales volume	3.74	1.06
Adoption of public relations increases our sales returns	3.91	1.15
Composite Mean	**3.60**	

Source: Research Data, (2020)

The study participants agreed (M= 3.52) that their promotions strategy have increased their brand visibility as well as loyalty, the participating respondents were however neutral as to whether advertising attracts more customers to their business leading to high sales volume (M= 3.40), or the effect of events as well as field experiences in creation of brand awareness (M=3.45). The respondents agreed that the personal and direct selling increases the sales volumes (M= 3.74); they were inagreement that adoption of public relations increases returns on sales (M= 3.91). On the overall, promotion strategy (M=3.60) was practiced among the studied firms. The above findings have a similarity with Pickson, Bannerman and Ahwireng, (2017) study which established that all the indicators of promotion have a significant positive correlation with the betterment of sales. Based on values of standard deviations, it can be shown that majority of the statements had higher values of standard deviations of above 1. This high value of standard deviation implies that respondents shared divergent opinions on promotion strategy as a practice in their organization.

4.4.3 Pricing Strategy

The study was also seeking to determine the effect of pricing strategy being an indicator of sales performance. Respondents probed to state the extent of their dissenting or assenting on a five point Likert scale of 1=strongly disagree and 5=strongly agree. Consider Table 4.7.

Table 4.7: Pricing Strategy

Statement	Mean	Std. Dev
Value-based pricing of our products increases our sales volume	4.02	0.96
Using penetration strategy in setting prices increases our sales volume	3.40	0.32
Our products are easily adopted when we use price penetration method.	3.75	0.83
Price bundling of products leads to high sales volume hence more profits	3.66	1.78
We give bonus packs for loyal customers which increases our market share	3.64	1.72
Composite Mean	**3.69**	

Source: Research Data, (2020)

As indicated in Table 4.7, value based pricing was able to increase sales volumes (M=4.02); there was agreement on the use of penetration pricing in setting of prices in a bid to up the sales volumes (M= 3.40); they agreed that use of penetration pricing leads to adoption of products thereby increasing sales' performance (M=3.75). There was moderate agreement among respondents to price bundling of products thereby increasing sales performance at a mean of 3.66. Regarding giving of bonus packs to keep customer loyalty and effectively increasing their market share (M=3.64). Overall, the respondents were moderately satisfied with the pricing strategy of the various commercial printing firms as evidenced through the composite mean of 3.69. The study is therefore in tandem with Paschal and Nizam, (2016) in a study on influence of pricing on performance of sales found the existence of a huge and significant impact between the variables.

On the basis of standard deviations, the study established that most of the statements had low value of standard deviations being as low as 1. The implication of these low values of standard deviations is that respondents did not significantly react on pricing strategy as a practice in their organization.

4.4.4 Distribution Strategy

This study was aiming at determining the effect of distribution strategy on performance of sales. Consider Table 4.8 that is a summary of the results.

Table 4.8: Distribution Strategy

Statement	Mean	Std. Dev
Customers tend to buy products that are readily available	2.32	0.0
Use of variety of distribution channels increases the sales volume	3.78	0.03
We are geographically located near our markets to increase sales.	3.53	0.04
Strategic location of our retail stores leads to high sales volume	4.12	0.7
Using good ambience increases our customer's emotional response hence more sales	3.56	0.03
Composite Mean	**3.52**	

Source: Research Data, (2020).

The findings on whether customers buy products that are readily available at various commercial printing firms indicated that respondents that clients in the printing industry buy products that are ready made, (M= 2.32). The respondents agreed to the fact that using a variety of channels of distribution increases the volume of sales (M= 3.78) and also agreed that being located near the market increases the sales volume, while this was empathized by majority of respondents who felt that strategic location is vital for marketing (M= 4.12), the respondents agreed that using good ambience, as well as display, music appeals to clients occasioning greater sales (M=3.56). At (M= 3.52),distribution strategy was practiced among the studied firms. .

In terms of standard deviations, it can be shown that all the statements have low values being less than 1. This shows that respondents did not mixed reactions and views on distribution strategy as a practice in their organization. Rather, respondents shared similar views and opinions on distribution strategy.

4.4.5 Sales Performance

In this study, the dependent variable was sales performance. Thus, it was important to gauge the various views and perceptions of the respondents as it regarded performance of their sales. Consider Table 4.9.

Table 4.9: Sales Performance

	Mean	Std Dev
Our sales revenues are high.	3.98	0.35
We have attracted new customers to consume our products	3.76	0.32
We have expanded to new markets	3.66	1.78
Our customers are loyal hence we retain our business	3.75	0.83
Our company has opened a branch in the last one year.	3.78	0.03
Composite Mean	**3.78**	

Source: Research Data, (2020)

From Table 4.9, the largest group of respondents agreed and was satisfied with levels of sales volumes (M= 3.98). Firms shared that they have attracted new customers for their respective products (M= 3.76) while the ability to expand was recorded moderately (M= 3.66). The respondents agreed that they have loyal customers, therefore the ability to retain customers at a mean of 3.75; they also agreed that they have recently opened a branch (M= 3.78). Overall, the participants who responded in this study were satisfied with their performance (M= 3.78). This may have an implication that the respondents feel that much more can be done to improve on their performance. Thompson (2020) in a research study pointed out that the leaders of the businesses share have an understanding and knowledge as it regards the benefits linked with performance of the sales. This can go a long way to predicting and establishing the best way for improvement of the entity

. Most of the statements on sales performance had low value of standard deviation which means that respondents had convergent views on these statements.

4.5 Inferential Statistical Results

Broadly, the essence of this inquiry was to predict the link between marketing mix strategies and on performance of sales at the various commercial printing firms. This was realized with aid of regression with the model adopted indicated as under:

$$\mathbf{Y - \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

4.5.1 Correlation Analysis

Correlation is a key tool that helps to predict the nature and direction of the link between the variables of interest in an inquiry. Thus, in order to actualize this, it was ideal to adopt correlation analysis. It was also a measure of the degree to which the variables associated. It is noteworthy that a Pearson correlation co-efficient of less than 0.3, the correlation is said to be weak, a strong correlation is indicated by 0.5 and above.

Table 4.10: Correlation Coefficient

		Sales Performance	Product Strategy	Pricing Strategy	Promotion Strategy	Distribution Strategy
Sales Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	76				
Product Strategy	Pearson Correlation	612*	1			
	Sig. (2-tailed)	.001				
	N	76	76			
Pricing Strategy	Pearson Correlation	523*	317	1		
	Sig. (2-tailed)	.002	.067			
	N	76	76	76		
Promotion Strategy	Pearson Correlation	551*	760	464	1	
	Sig. (2-tailed)	70	76	76	76	
	N	.013	.001	.033	.439	
Distribution Strategy	Pearson Correlation	534*	798	611	764	
	Sig. (2-tailed)	.011	.000	.324	.277	1
	N	76	76	76	76	76

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.10 is a summary of the correlation results. From the findings, product strategy (r=0.612) was found to be a strong correlate of the sales performance of the printing entities. Hajjat and Hajjat (2014) looked at how the quality of a product affects the performance of a business in some of the Arab companies. It was revealed that the extrinsic value of a product influenced the external performance while the intrinsic value of the product influenced internal performance.

With its $p<0.05$, this link is seen to be in significant terms. The study noted that pricing strategy (r=0.523) is a strong correlate of the sale performance of the printing entities. It $p<0.05$, which connote that was significant to some extent. Promotion strategy (r=0.551) was also found to be a strong correlate of sales performance of the printing entities. With a p-value being $p<0.05$, promotion strategy was found to have significant link with sales performance. The distribution strategy (r=0.534) was found to be a strong correlate of sales performance. It has a low p-value which could be indicators that its link with sales performance is in significant terms.

4.5.2 Multiple Regression Analysis

There was need to determine the effect of the identified marketing mix against sales performance of the printing entities. This w3as realized with the aid of regression analysis. Consider Table 4.11 which is a model summary of the study.

Table 4.11: Multiple Linear Regression Analysis Model Summaries

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.824a	.678	.661	.75657

Dependent Variable: Sales Performance

Predictor Variable: Sales Performance {(Constant); Product Strategy (X1); Pricing Strategy (X2); Promotion Strategy (X3); Distribution Strategy(X4);

As from Table 4.11, R being the coefficient of correlation is taken as 0.824. This implies that the identified marketing mix strategies and the ability of printing firms to enhance their sales performance are strongly linked and interrelated with each other. The value of coefficient of determination R Squared is 0.678 connoting that the overall model of the study was fit. The value of adjusted R square was 0.661; which infer that 66.1% of the variation in sales performance is explained by variation in market mix strategies with existence of other factors explaining 33.9% of variations in sales performance.

Table 4.12: Regression Coefficient Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.056	3.061		1.652	.104
Product Strategy (X_1)	.161	.073	.204	2.205	.003
Pricing strategy(X_2)	.422	.079	.623	5.344	.000
Promotion Strategy(X_3)	178	.058	.375	3.063	.003
Distribution Strategy (X_4)	.207	.039	472	5.328	.002

As Table 4.13 indicates, product strategy(X1) (β-.204, t-2.221, p<.03) is directly and significantly connected with sales performance. Furthermore, the pricing strategy(X_2) and the sales performance of the printing entities are directly and significantly connected with each other (β-.623, t-5.344, p<.000). It was noted that promotion strategy (X_3) and the sales performance of the printing entities are directly and significantly interlinked with each other (β-.375, t-3.063, p<.003). At the same time, distribution strategy(X_4) (β-.472, t-5.328, P<.002) and the sales pe3rformance of the commercial printing entities are directly and significantly connected with

one another. Hence, promotion strategy greatly predicted sales performance while the least predictor was product strategy.

4.6 Chapter summary

This chapter detailed the results of the analysis from the data that was gathered in the field using questionnaire. The respondents' characteristics, their respective opinions and the influence of market mix strategies on sales performance of commercial printing firms in Nairobi. Descriptive as well inferential statistical tools were applied in the chapter. The next chapter presents a summary of the findings, the conclusion and recommendations based on the study objectives.

CHAPTER FIVE
SUMMARY, CONCLUSIONS ANDRECOMMENDATIONS

5.1 Introduction

A summary of the processed views of the respondents is presented in this chapter. The associated conclusions from these key findings are also indicated in this chapter. There are recommendations that are provided as informed by the key results from the analysis. All these are aligned with the key objectives that guided the specific inquiry. The areas that require further research are also indicated.

5.2 Summary of the Findings

The essence of this section is to offer a summary of the key views as shared by the respondents guided by the specific objectives.

5.2.1 Product Strategy and Sales Performance

The study sought to determine the effect of product strategy on sales performance. From the results of descriptive statistics, it was shown that most of the respondents agreed that products of high quality command high sales, the participants in the study further agreed that intrinsic value of their products influence their internal sales performance. They were in agreement that the designs of their packages increased product visibility as well as market recognition; they agreed that well labeled products attract more clients therefore a greater sales volume and finally respondents felt that brand names increase product visibility therefore greater sales. Overall, the respondents were moderately satisfied with their product strategy as provided by printing firms. From the results of correlation analysis, it was shown that product strategy had a positive correlation with sales performance. Regression results indicated that products strategy had significant effect on sales performance.

5.2.2 Pricing Strategy and Sales Performance

The study sought to establish the effect of pricing strategy on sales performance. Based on descriptive statistics, it was shown that respondents to this study expressed satisfaction with regard to value based pricing being able to increase sales volumes; the respondents agreed to the use of penetration pricing in setting of prices in a bid to up the sales volumes; they agreed that

use of penetration pricing leads to adoption of products thereby increasing sales' performance. The respondents moderately assented to price bundling of products thereby increasing sales performance. Regarding giving of bonus packs to keep customer loyalty and effectively increasing their market share. Overall, the respondents were moderately satisfied with the pricing strategy of the various commercial printing firms. In view of the results of the correlation analysis, it was shown that pricing strategy has positive correlation with sales performance. In view of regression analysis, pricing strategy was found to significantly predict the performance of sales of the firm.

5.2.3 Promotion Strategy and Sales Performance

The study sought to determine the effect of promotion strategy on sales performance. From the findings of descriptive statistics, the study participants agreed that their promotions strategy have increased their brand visibility as well as loyalty, the participating respondents were however neutral as to whether advertising attracts more customers to their business leading to high sales volume, they were also neutral on the effect of events as well as field experiences in creation of brand awareness. The respondents were agreed that the personal and direct selling increases the sales volumes; they also agreed that adoption of public relations increases returns on sales. On the overall, promotion strategy was found to be practiced among the studied entities. From the results of correlation analysis, it was shown that promotion strategy has a direct link with sales performance. In view of regression results, the study noted that promotion strategy has a significant effect on sales performance.

5.2.4 Distribution Strategy and Sales Performance

The study sought to determine the effect of distribution strategy on sales performance. In line with the findings of descriptive statistics, on whether customers buy products that are readily available at various commercial printing firms,respondents indicated that clients in the printing industry buy products that are ready made, this was rated very low. The respondents agreed to the fact that using a variety of channels of distribution increases the volume of sales and also agreed that being located near the market increases the sales volume, while this was empathized by majority of respondents who felt that strategic location is vital for marketing, the respondents

agreed that using good ambience, as well as display, music appeals to clients occasioning greater sales. At an overall mean distribution strategy enhances productivity of sales.

5.3 Conclusion of the Research Study

5.3 .1 Product strategy

The first objective of the study sought to determine the effect of product strategy on sales performance of commercially established printing entities in Nairobi. Inferential results indicated that product strategy had direct interaction with sales performances of the commercial printing entities in Nairobi. It was noted that product strategy significantly predicts sales performance of commercial printing firms in Nairobi. From descriptive statistics, the study revealed that most commercial printing firms in Nairobi do rely on branding as a product strategy as a component of their marketing mix strategy. This study agrees with that of Lamptey (2017) who found that branding positively affected the performance of an organization.

5.3 .2 Pricing Strategy

The second objective of the study sought to determine the effect of pricing strategy on sales performance of commercially established printing entities in Nairobi. From correlation results, pricing strategy and sales performance of the commercially established printing entities in Nairobi were found to be directly linked with each other. Regression results indicated that pricing strategy and sales performance of the commercially established printing entities in Nairobi were significantly linked with each other. From descriptive statistics, the study noted that most of the commercial printing firms in Nairobi had embraced pricing strategy as a component of their marketing mix strategy. The study is in tandem with Odhiambo (2013) who found that that the decision and strategy of pricing significantly affected the performance of sales

5.3.3 Promotion strategy

The third objective of the study sought to evaluate the effects of promotion strategy on sales performance of commercially established printing entities in Nairobi. The results of correlation analysis showed that promotion strategy and sales performance of the commercially established printing entities in Nairobi are directly linked with each other. From regression results, it was shown that promotion strategy and the sales performance of the commercially established

printing entities in Nairobi are significantly linked. Based on the findings of descriptive statistics, it was shown that majority of the commercial printing firms in Nairobi were practicing pricing strategy as a component of their marketing mix strategies. The study agrees with (Nazish et al. 2011) that sales promotion positively affected the loyalty of a brand thus increasing the profitability of an organization

5.3 .4 Distribution strategy

The last objective of the study sought to determine the effects of distribution strategy on sales performance of commercially established printing entities in Nairobi. The results of correlation analysis showed that distribution strategy is a strong and direct correlate of sales performance of the commercially established printing entities in Nairobi. In view of the regression results, it was indicated that distribution strategy and sales performance of commercially established printing entities in Nairobi are significantly linked with each other. The results of descriptive statistics indicated that majority of the commercial printing firms in Nairobi had slightly embraced distribution strategy as an aspect of their marketing mix strategies. The study is in tandem with the findings of Karanja et al (2012) that the capabilities of marketing and choice of distribution strategy significantly affected performance

5.4 Recommendations of the Research Study

The study recommends that printing firms should enhance their product attributes in terms of branding, product design and quality specification. Through these efforts, it would take a lot of time for the end users to forget the product offering in their mind and this will boost the general performance of the product. There is need for modification of the systems for packaging that provide solutions to issues faced by the clients including the need for portability and convenience and the safety measurers so as to consider customer requirements. The study recommends that printing firms should heavily invest in innovation to increase their product development that cannot be easily replicated by competitors.

It is important that printing entities in Nairobi focus on analyzing the pricing mechanisms and strategies embraced so that they are well aligned with the overall brands. This way, they will be able to increase the overall demand in the market such that the end users are not able to shift to other rivals in the industry with similar product offerings. Rather, the customers will have a

sense of loyalty and intimacy of sticking to their present brands. It is recommended that printing firms should invest in innovation through R&D so as to develop cost effective methods in their operations in order to be able to adequately compete with emerging trends.

The role which promotion plays as far as performance of sales is concerned in the entity cannot be overlooked. As such, there is need for commercially established printing entities to enhance on their sales promotion efforts and mechanism which may see an improvement in sales performance. This will also enhance the level of awareness of the different brands of the firms in the market. The study recommends for intensive sales campaigns that aim at consumer education on safe use and handling of products so as to eliminate fear of use amongst potential users. Printing companies should work in consultation with the Government to make informed decisions about investments, marketing strategies and promotion programs so as to increase awareness and interest of printing firms. Finally, the study recommends for effective use of sales promotions and advertisements so as to attract potential customers to adopting their products more easily.

Distribution strategy is a strong correlate of the sales performance of the entity. In essence, the distribution strategies adopted would drive the preferences of the customers. Thus, recommendations are raised that printing companies should develop strategic distribution channels through intermediaries like retailers and whole sellers so as to effectively reach to untapped consumers. The study recommends for improved distribution networks not only for product availability, but also to enhance entrepreneurships in cylinders' distribution, refilling and maintenance which contribute to the growth of the economy.

5.5 Recommendation for Further Research

The study findings herein are limited to responses as given by the employees of the various printing firms, it will be of absolute value add for comparable studies to be carried out within other firms especially in the in public firms for corroboration on the findings herein and also to give a broader perspective on the relationship between market mix strategies and Sales performance.

This study was limited by a small sample size of 136 respondents which contributed towards a relatively low response rate of 76 respondents. The low response rate could be attributed to such challenges as online administration of the questionnaire to respondents. Thus, the study recommends further studies to administer the questionnaire to respondents using face to face method unlike the use of online platforms. The focus of future studies should also be on bringing in more firms in different sectors which would increase the sample size for proper generalization of the findings.

REFERENCES

Abtahi, M. S., Behboudi, L., & Hasanabad, H. M. (2017). Factors Affecting Internet Advertising Adoption in Ad Agencies. *International Journal of Innovation in the Digital Economy (IJIDE)*, *8*(4), 18-29.

Abubakar, H. S. (2014). Impact of Marketing Communication on Firm performance of Banks. In *Proceedings of 25th International Business Research Conference* (Vol. 3).

Adegbuyi, O. A., Ajagbe, A. M., Kehinde, O. J., Adegbuyi, A. A., & Akande, A. O. (2015). Strategic roles of branding on organization sales performance. *International Journal of Current Research*, *7*(12), 23835-23841.

Adeniran, J. A., Egwuonwu, T. K., & Egwuonwu, O. K. (2016). The Impact of Sales Promotions on Sales Turnover in Airlines Industry in Nigeria. *International Journal of Marketing Studies*, *8*(3), 99-110.

Agyekum, C. K., Haifeng, H., & Agyeiwaa, A. (2015). Consumer perception of product quality. *Microeconomics and Macroeconomics*, *3*(2), 25-29.

Ahmed, S., & Rahman, M. (2015). The effects of marketing mix on consumer satisfaction: A literature review from Islamic perspective. *Turkish Journal of Islamic Economics*, *2*(1), 17-30.

Ajagbe, M. A., Long, C. S., & Solomon, O. (2014). The impact of sales promotion and product branding on company performance: A case study of AIICO insurance Nigerian PLC. *Procedia-Social and Behavioral Sciences*, *129*, 164-171.

Bailur, S., Schoemaker, E., & Donner, J. (2016). Paying for Access or Content? Blurred understandings of mobile internet data in Ghana, Kenya and Uganda.

Behboudi, L. (2017). Interactive Agencies and Digitalization Readiness. *International Journal of Innovation in the Digital Economy (IJIDE)*, *8*(4), 48-64.

Blut, M., Teller, C., & Floh, A. (2018). Testing retail marketing-mix effects on patronage: A meta-analysis. *Journal of Retailing*, *94*(2), 113-135.

Buters, J., Prank, M., Sofiev, M., Pusch, G., Albertini, R., Annesi-Maesano, I., & Celenk, S. (2015). Variation of the group 5 grass pollen allergen content of airborne pollen in relation to geographic location and time in season. *Journal of Allergy and Clinical Immunology*, *136*(1), 87-95.

Courtney, C., Dutta, S., & Li, Y. (2017). Resolving information asymmetry: Signaling, endorsement, and crowdfunding success. *Entrepreneurship Theory and Practice*, *41*(2), 265-290.

Cui, B., Yang, K., & Chou, T. (2016). Analyzing the impact of price promotion strategies on manufacturer sales performance. *Journal of Service Science and Management*, *9*(2), 182-187.

Danzon, P., Towse, A., & Mestre-Ferrandiz, J. (2015). Value-based differential pricing: Efficient prices for drugs in a global context. *Health economics*, *24*(3), 294-301.

Dauda, A. (2015). Effect of advertising on the sales revenue and profitability of selected food and beverages firms in Nigeria. *Unpublished Thesis Submitted to Ahmadu Bello University, Zaria*.

De Toni, D., Milan, G. S., Saciloto, E. B., & Larentis, F. (2017). Pricing strategies and levels and their impact on corporate profitability. *Revista de Administração (São Paulo)*, *52*(2), 120-133.

Du, P., & Chen, Q. (2017). Skimming or penetration: optimal pricing of new fashion products in the presence of strategic consumers. *Annals of Operations Research*, *257*(1-2), 275-295.

El Maghraby, G. M., Ahmed, A. A., & Osman, M. A. (2015). Penetration enhancers in proniosomes as a new strategy for enhanced transdermal drug delivery. *Saudi Pharmaceutical Journal*, *23*(1), 67-74.

Eze, F. J., Odigbo, B. E., & Ufot, J. A. (2015). The correlation between business location and consumers patronage: Implications for business policy decisions. *British Journal of Economics, Management & Trade*, *8*(4), 294-304.

Festus, W. (2016). The impact of sales promotion on organizational performance: A case study of Guinness Ghana Breweries Limited. *Unpublished Thesis Submitted To Kwame Nkrumah University of Science*.

Foghani, S., Mahadi, B., & Omar, R. (2017). Promoting clusters and networks for small and medium enterprises to economic development in the globalization era. *SAGE Open*, *7*(1), 2158244017697152.

Francis, G. H., & Waiganjo, E. (2014). Role of supply chain practices on customer satisfaction in the printing industry in Kenya: A case study of Morven Kester East Africa limited. *International Journal of Academic Research in Business and Social Sciences*, *4*(10), 128.

Gentles, S. J., Charles, C., Ploeg, J., & McKibbon, K. A. (2015). Sampling in qualitative research: Insights from an overview of the methods literature. *The qualitative report*, *20*(11), 1772-1789.

Gituma, M. M. (2017). *Effects of marketing mix on sales performance: A case of Unga Feeds Limited* (Doctoral dissertation, United States International University-Africa).

Glore, E. B. (2018). *U.S. Patent No. 9,875,477*. Washington, DC: U.S. Patent and Trademark Office.

Groza, M. D., Locander, D. A., & Howlett, C. H. (2016). Linking thinking styles to sales performance: The importance of creativity and subjective knowledge. *Journal of Business Research*, *69*(10), 4185-4193.

Hajjat, F., & Hajjat, M. M. (2014). The effect of product quality on business performance in some Arab companies. *Journal of Emerging Trends in Economics and Management Sciences*, *5*(5), 498-508.

Harris, T. (2015). Credit scoring using the clustered support vector machine. *Expert Systems with Applications*, *42*(2), 741-750.

Hinterhuber, A. (2008). Customer value-based pricing strategies: why companies resist. *Journal of business strategy*.

Ho, A. D., & Yu, C. C. (2015). Descriptive statistics for modern test score distributions: Skewness, kurtosis, discreteness, and ceiling effects. *Educational and Psychological Measurement*, *75*(3), 365-388.

Hodge, G. (2018). *Privatization: An international review of performance*. Routledge.

Hodis, M. A., Sriramachandramurthy, R., & Sashittal, H. C. (2015). Interact with me on my terms: A four segment Facebook engagement framework for marketers. *Journal of Marketing Management*, *31*(11-12), 1255-1284.

Holmes, G. R., & Paswan, A. (2012). Consumer reaction to new package design. *Journal of product & brand management*.

Išoraitė, M. (2016). Marketing mix theoretical aspects. *International journal of research granthaalayah*, *4*(6), 25-37.

Jebungei, B. J. Y. (2014). Influence of advertising on organizational performance of cosmetic manufacturing firms in Kenya. *Unpublished MBA thesis). University of Nairobi*.

Jemutai, C. R., & Wambua, P. P. (2016). Integrated Marketing Communication and Performance of Kenya Post and Savings Bank. *Social Sciences*, *5*(3), 37-49.

Jerath, K., Kim, S. H., & Swinney, R. (2017). Product quality in a distribution channel with inventory risk. *Marketing Science*, *36*(5), 747-761.

Jin, Y., Wang, S., & Hu, Q. (2015). Contract type and decision right of sales promotion in supply chain management with a capital constrained retailer. *European Journal of Operational Research*, *240*(2), 415-424.

Kalembe, A. (2015). Contribution of Branding In Enhancing Performance of Tourism Sector in Rwanda. *Unpublished MBA Project, Jomo Kenyatta University of Agriculture and Technology, Rwanda*.

Kamba, A. (2010). Effectiveness of promotion mix methods on sales in local pharmaceutical manufacturing companies in Kenya. *Unpublished Thesis, University of Nairobi*.

Karanja, S. C., Muathe, S. M. A., & Thuo, J. K. (2014). The effect of marketing capabilities and distribution strategy on performance of MSP intermediary organizations' in Nairobi County, Kenya. *Business Management and Strategy*, *5*(1), 197.

Kienzler, M., & Kowalkowski, C. (2017). Pricing strategy: A review of 22 years of marketing research. *Journal of Business Research*, *78*, 101-110.

Kim, C. H., & Nam, J. O. (2015). A Causality Analysis of the Hairtail Price by Distribution Channel Using a Vector Autoregressive Model. *The Journal of Fisheries Business Administration*, *46*(1), 93-107.

Kim, H. B., Kim, W. G., & An, J. A. (2003). The effect of consumer-based brand equity on firms' financial performance. *Journal of consumer marketing*.

Koo, T. K., & Li, M. Y. (2016). A guideline of selecting and reporting intraclass correlation coefficients for reliability research. Journal of chiropractic medicine, 15(2), 155-163.

Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

Kraak, V. I., Englund, T., Misyak, S., & Serrano, E. L. (2017). A novel marketing mix and choice architecture framework to nudge restaurant customers toward healthy food environments to reduce obesity in the United States. *Obesity Reviews*, *18*(8), 852-868.

Kuntner, T., & Teichert, T. (2016). The scope of price promotion research: An informetric study. *Journal of Business Research*, *69*(8), 2687-2696.

Lamptey, D. I. (2017). *The effect of branding on organisational performance in the retailing of pharmaceutical products, the mediating role of customer service* (Doctoral dissertation).

Leung, L. (2015). Validity, reliability, and generalizability in qualitative research. Journal of family medicine and primary care, 4(3), 324.

Lewis, S. (2015). Qualitative inquiry and research design: Choosing among five approaches. *Health promotion practice*, *16*(4), 473-475.

Li, L., Wang, Y., & Dai, W. (2016). Coordinating supplier retailer and carrier with price discount policy. *Applied Mathematical Modelling*, *40*(1), 646-657.

Liozu, S. M., & Hinterhuber, A. (2013). Pricing orientation, pricing capabilities, and firm performance. *Management Decision*.

Liu, J., Zhai, X., & Chen, L. (2019). Optimal pricing strategy under trade-in program in the presence of strategic consumers. *Omega*, *84*, 1-17.

Liu, Y., Li, H., Peng, G., Lv, B., & Zhang, C. (2015). Online purchaser segmentation and promotion strategy selection: evidence from Chinese E-commerce market. *Annals of Operations Research*, *233*(1), 263-279.

Maina, P., & Afande, F. (2015). Effect of promotional mix elements on sales volume of financial institutions in Kenya: Case study of Kenya post office savings bank. *Journal of Marketing and Consumer Research*, *11*.

Mauša, G., Galinac-Grbac, T., & Dalbelo-Bašić, B. (2016). A systematic data collection procedure for software defect prediction. *Computer Science and Information Systems*, *13*(1), 173-197.

Mendez, M., Bendixen, M., Abratt, R., Yurova, Y., & O'Leary, B. (2015). Sales promotion and brand loyalty: some new insights. *International Journal of Education and Social Science*, *2*(1), 103-117.

Mikkelsen, L., Phillips, D. E., AbouZahr, C., Setel, P. W., De Savigny, D., Lozano, R., & Lopez, A. D. (2015). A global assessment of civil registration and vital statistics systems: monitoring data quality and progress. *The Lancet*, *386*(10001), 1395-1406.

Moslehi, H., & Haeri, A. F. (2016). Effects of Promotion on Perceived Quality and Repurchase Intention. *International Journal of Scientific Management and Development*, *4*(12), 457-461.

Moss, T. W., Neubaum, D. O., & Meyskens, M. (2015). The effect of virtuous and entrepreneurial orientations on microfinance lending and repayment: A signaling theory perspective. *Entrepreneurship Theory and Practice*, *39*(1), 27-52.

Mukorombindo, B. R. (2017). The impact of direct marketing on sales performance: The case of seed potato co-op.

Mustapha, B. (2017). Effects of Marketing Mix Strategy on Performance of Small Scale Businesses in Maiduguri Metropolitan, Bomo State Nigeria. *Journal of Marketing and Consumer Research*, *31*(1), 1-6.

Mwendwa, M. J. (2016). The Effect of Services cape On Sales in The Hotel Industry (A Case Study of Nairobi Serena Hotel). *International Journal of Entrepreneurship and Project Management*, *1*(2), 160-177.

Nazish Zehra, R., & Sadia, M. (2011). Impact of sales promotion on organizations' profitability and consumer's perception in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*.

Ndikubwimana, P. (2016). The Effect of Marketing Mix on Sales Volume in SMEs in Rwanda: Case Study of Kimironko Commercial Centre. *CYRUS Institute of Knowledge*, 137.

Njawa, J. J. (2015). *The effects of advertising on organizational Performance a case study of Tigo Telecommunication network* (Doctoral dissertation, Mzumbe University).

Njawa, J. J. (2015). *The effects of advertising on organizational Performance a case study of Tigo Telecommunication network* (Doctoral dissertation, Mzumbe University).

Nyaga, P. K., & Muema, M. W. (2017). Effect of Penetration Pricing Strategy on the Profitability of Insurance Firms in Kenya. *International Journal of Finance and Accounting*, *2*(3), 93-106.

Odhiambo, A. (2013). Competitive strategies adopted by pharmaceutical firms in Kenya. *Unpublished doctoral dissertation University of Nairobi*.

Odondo, A. J., Aliata, V. L., Aila, F. O., Ojera, P. B., Abong'o, B. E., & Odera, O. (2012). Influence of promotional strategies on banks performance.

Odunlami, I. B., & Ogunsiji, A. (2011). Effect of sales promotion as a tool on organizational performance: a case study of sunshine plastic company. *Journal of Emerging Trends in Economics and Management Sciences*, *2*(1), 9-13.

Ojwaka, A. S., & Deya, J. (2018). Effect of Growth Strategies on Organizational Performance: A Survey of Commercial Printing Firms in Nairobi, Kenya.

Oktaviyanti, D., Masyhuri, M., & Mulyo, J. H. (2015). Analysis of Marketing Mix and Sales Performance of "Industri Hilir Teh Walini" Product. *Agro Ekonomi*, *26*(2), 168-178.

Oladun, M. M. (2012). *Innovative Distribution Strategies and Performance of Selected Multinational Corporations (MNCs) and Domestic Manufacturing Firms in Nigeria* (Doctoral dissertation, Covenant University).

Osman, A., Othman, Y. H., Salahudin, S. N., & Abdullah, M. S. (2016). The awareness and implementation of green concepts in marketing mix: A case of Malaysia. *Procedia Economics and Finance*, *35*, 428-433.

Osogbo, R. (2014). Effects of Advertising on Organizational Profitability. *Journal of Management and Social Sciences*, *3*(1), 67-72.

Parsons, A. G., Ballantine, P. W., Ballantine, P. W., Jack, R., & Parsons, A. G. (2010). Atmospheric cues and their effect on the hedonic retail experience. *International Journal of Retail & Distribution Management*.

Pechmann, C., & Catlin, J. R. (2016). The effects of advertising and other marketing communications on health-related consumer behaviors. *Current Opinion in Psychology*, *10*, 44-49.

Ponelis, S. R. (2015). Using interpretive qualitative case studies for exploratory research in doctoral studies: A case of Information Systems research in small and medium enterprises. *International Journal of Doctoral Studies*, *10*(1), 535-550.

Ray, D. C. (2015). Single-case research design and analysis: Counseling applications. *Journal of Counseling & Development*, *93*(4), 394-402.

Rémuzat, C., Dorey, J., Cristeau, O., Ionescu, D., Radière, G., & Toumi, M. (2017). Key drivers for market penetration of biosimilars in Europe. *Journal of market access & health policy*, *5*(1), 1272308.

Ryen, A. (2016). Research ethics and qualitative research. *Qualitative research*, 31-48.

Sagal, L. O. (2015). The Impact of Advertisement on Sales: Case Study in Some Selected Telecommunication Companies in Somalia. *European Journal of Business and Management www. iiste. org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)*, *7*(36).

Santini, F. D. O., Sampaio, C. H., Perin, M. G., Espartel, L. B., & Ladeira, W. J. (2015). Moderating effects of sales promotion types. *BAR-Brazilian Administration Review*, *12*(2), 169-189.

Schmidt, S., & Eisend, M. (2015). Advertising repetition: A meta-analysis on effective frequency in advertising. *Journal of Advertising*, *44*(4), 415-428.

Schoviah, A. (2012). The effect of marketing distribution channel strategies on a firm's performance among commercial banks in Kenya. *University of Nairobi, Kenya*.

Sije, A., & Oloko, M. (2013). Penetration pricing strategy and performance of small and medium enterprises in Kenya. *European Journal of Business and Social Sciences*, *2*(9), 114-123.

Solimun, S., & Fernandes, A. A. R. (2018). The mediation effect of customer satisfaction in the relationship between service quality, service orientation, and marketing mix strategy to customer loyalty. *Journal of Management Development*.

Spence, M. I. C. H. A. E. L. (1973). ZJob Market SignalinggThe Quarterly Journal of Economics.

Stanujkic, D., Karabasevic, D., & Zavadskas, E. K. (2015). A framework for the selection of a packaging design based on the SWARA method. *Inzinerine Ekonomika-Engineering Economics*, *26*(2), 181-187.

Stoll, J. S., Dubik, B. A., & Campbell, L. M. (2015). Local seafood: rethinking the direct marketing paradigm. *Ecology and Society*, *20*(2).

Storbacka, K., Strandvik, T., & Grönroos, C. (1994). Managing customer relationships for profit: the dynamics of relationship quality. *International journal of service industry management*.

Sutton, J., & Austin, Z. (2015). Qualitative research: Data collection, analysis, and management. *The Canadian journal of hospital pharmacy*, *68*(3), 226.

Taj, S. A. (2016). Application of signaling theory in management research: Addressing major gaps in theory. *European Management Journal*, *34*(4), 338-348.

Tang, A., Hallouch, O., Chernyak, V., Kamaya, A., & Sirlin, C. B. (2018). Epidemiology of hepatocellular carcinoma: target population for surveillance and diagnosis. *Abdominal Radiology*, *43*(1), 13-25.

Tian, L., & Jiang, B. (2018). Effects of consumer-to-consumer product sharing on distribution channel. *Production and operations management*, *27*(2), 350-367.

Torbert, R. B., Russell, C. T., Magnes, W., Ergun, R. E., Lindqvist, P. A., LeContel, O., ... & Needell, J. (2016). The FIELDS instrument suite on MMS: Scientific objectives, measurements, and data products. *Space Science Reviews*, *199*(1-4), 105-135.

Töytäri, P., Rajala, R., & Alejandro, T. B. (2015). Organizational and institutional barriers to value-based pricing in industrial relationships. *Industrial Marketing Management*, *47*, 53-64.

Tran, T. P. (2017). Personalized ads on Facebook: An effective marketing tool for online marketers. *Journal of Retailing and Consumer Services*, *39*, 230-242.

Velasco, C., Woods, A. T., Petit, O., Cheok, A. D., & Spence, C. (2016). Crossmodal correspondences between taste and shape, and their implications for product packaging: A review. *Food Quality and Preference*, *52*, 17-26.

Wainaina, N. G., & Oloko, M. (2016). Market penetration strategies and organizational growth: A case of soft drink sector in Kenya. *International Journal of Management and Commerce Innovations*, *3*(2), 219-227.

Wang, C. Y., & Mattila, A. S. (2015). The impact of service scape cues on consumer prepurchase authenticity assessment and patronage intentions to ethnic restaurants. *Journal of Hospitality & Tourism Research*, *39*(3), 346-372.

Wang, E. S. T. (2017). Different effects of utilitarian and hedonic benefits of retail food packaging on perceived product quality and purchase intention. *Journal of food products marketing*, *23*(3), 239-250.

Yalo, M. I., Enimola, D. J., & Nafiu, A. T. (2019). Effects of Marketing Strategies on the Performance of Small and Medium-Scale Enterprises in Kogi State. *Nigeria: Kogi State University*.

Yuan, H., Xu, W., Li, Q., & Lau, R. (2018). Topic sentiment mining for sales performance prediction in e-commerce. *Annals of Operations Research*, *270*(1-2), 553-576.

APPENDICES

Appendix I: List of Commercial Printing Companies

1. Adpak International Limited
2. Allpack Industries Ltd
3. Andika Industries Ltd
4. Associated paper & Stationery Ltd
5. Autolitho Ltd
6. Bag and Envelope Converters
7. Bags & Balers Manufacturers (K) Ltd
8. Belsize Industries Ltd
9. Brand Printers Ltd
10. Carton Manufacturers Ltd
11. Cartubox Industries (E.A) Ltd
12. Cempack Solutions Ltd
13. Chandaria Industries Ltd
14. Colour Labels Ltd
15. Colour Packaging Limited
16. Colourprint Ltd
17. D.L Patel Press Ltd
18. Dodhia Packaging Limited
19. East Africa Packaging Industries Limited
20. East Africa Paper Converters Ltd
21. Elite Offset Ltd
22. Ellams Products
23. English Press Limited
24. Euro Packaging Ltd
25. Flora Printers Ltd
26. Fortunes Printers & Stationers Ltd
27. Franciscan Kolbe Press
28. General Printers Limited

29. Graphics & Allied Ltd
30. Guaca Stationers Ltd
31. Highland Paper Mills Ltd
32. Icons Printers Ltd
33. Interlabels Africa Ltd
34. International Paper & Board Supplies Ltd
35. Kartasi Industries Limited
36. Kenafric Diaries Manufacturers Limited
37. Kenya Litho Ltd
38. Kenya Stationers Ltd
39. Kim-Fay East Africa Ltd
40. Kul Graphics Ltd
41. L.A.B International Kenya Limited
42. Label Converters
43. Manipal International Printing Press Ltd
44. Modern Lithographic (K) Ltd
45. Mufindi Paper Ltd
46. Nation Media Group Limited- Printing Plant
47. National Printing Press Limited
48. Packaging Manufacturers (1976) Ltd
49. Paper House of Kenya Ltd
50. Paperbags Limited
51. Phoenix Matches Ltd
52. Pressmaster Ltd
53. Printing Services Ltd
54. Printpak
55. Printwell Industries Ltd
56. Punchlines Ltd
57. Ramco Printing works Ltd
58. Regal Press Kenya Ltd
59. Stallion Stationary manufacturers Ltd

60. Standard Group Ltd
61. Statpack Industries Ltd
62. Taws Limited
63. Tetra Pak Ltd
64. The Rodwell Press Ltd
65. Twiga Stationers & Printers Ltd
66. Uneeco Paper Products Ltd
67. United Bags Manufacturers Ltd
68. Vakharia International Paper Mills Ltd

Source: Kenya Association of Manufacturers (KAM: 2020)

Appendix II: NACOSTI Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **660280**

Date of Issue: **28/March/2020**

RESEARCH LICENSE



This is to Certify that Ms.. susan wairima ndumia of St. Paul's University, has been licensed to conduct research in Nairobi on the topic: MARKETING MIX STRATEGY INFLUENCE ON SALE PERFORMANCE ON COMMERCIAL PRINTING FIRMS IN NAIROBI for the period ending : 28/March/2021.

License No: **NACOSTI/P/20/4638**

660280

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

Appendix III: Introduction Letter.

ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20 - 2020505/10
Mobile: +254 (0) 728 - 669000
(0) 736 - 424440

13th March 2020

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

Re: Recommendation for Susan Wairima Ndumia - MBANRB919418 to conduct research.

This letter confirms the above named person is a student of the Masters of Business Administration at St. Paul's University.

The second year consists of a major research work leading to a dissertation. The student's selected topic is *'Marketing mix strategy influence on sales performance of commercial printing firms in Nairobi'.*

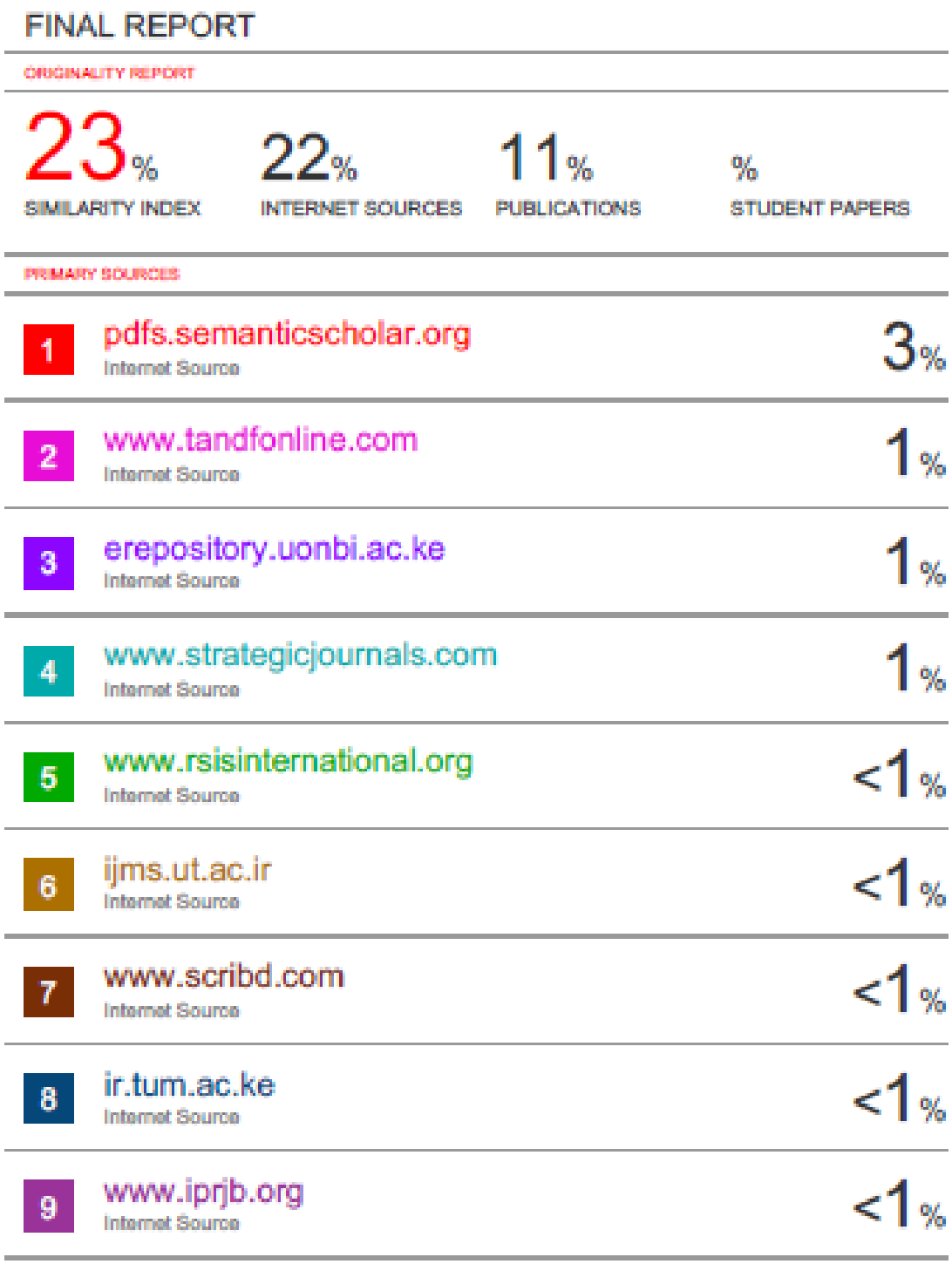
Kindly grant this student the required permit.

Yours Faithfully,

for Dr. Sammy Githuku
Director, Postgraduate Studies

BOARD OF POSTGRADUATE STUDIES
ST. PAUL'S UNIVERSITY
13 MAR 2020
KENYA
P.O. PRIVATE BAG - 00217 LIMURU

Appendix IV: Turn it in Originality report



FINAL REPORT

ORIGINALITY REPORT

23%	22%	11%	%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	pdfs.semanticscholar.org Internet Source	3%
2	www.tandfonline.com Internet Source	1%
3	erepository.uonbi.ac.ke Internet Source	1%
4	www.strategicjournals.com Internet Source	1%
5	www.rsisinternational.org Internet Source	<1%
6	ijms.ut.ac.ir Internet Source	<1%
7	www.scribd.com Internet Source	<1%
8	ir.tum.ac.ke Internet Source	<1%
9	www.iprjb.org Internet Source	<1%

Appendix V: Letter to the Respondent

Dear Sir/ Madam

I am a student at St. Paul's University pursuing Master's Degree in business administration. I am conducting a research on the marketing factors and sales performance of commercial printing firms in Nairobi. You have been chosen as a respondent in this study. This letter therefore is to request you to help me conduct this research by completing the attached questionnaire. This questionnaire is a tool for collecting data and consists of several questions which you are requested to answer. All the information you will give will be treated with lots of confidentiality and for this academic exercise only.

Please DO NOT WRITE YOUR NAME on the questionnaire. Answer all questions by either circling or ticking the box that best represents your views. Do not tick or circle more than one answer for any one question. Do answer all the questions in all sections.

Thanking you in advance.

Yours faithfully

Susan Ndumia

Appendix VI: Questionnaire

SECTION A: PERSONAL INFORMATION

1. What is your gender?
   (a) Female { }
   (b) Male { }

2. What is your highest level of education?
   (a) Secondary level { }
   (b) Tertiary/College level { }
   (c) University level { }
   (d) Other (Specify)_____

3. What is your age?
   (a) Below 30 { }
   (b) 31 – 39 { }
   (c) 40 – 50 { }
   (d) 51 and above { }

4. For how long have worked with this firm?
   (a) Below 5 years { }
   (b) 6 – 10 years { }
   (c) 11 – 15 years { }
   (d) 16 – 18 years { }

SECTION B: PRODUCT STRATEGY

Please indicate the extent to which you agree with the statements.

Use the following scale: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

No.	Statement	1	2	3	4	5
1	Products that are of high quality command high sales					
2	The intrinsic value of our products influence our internal performance					
3	Package designs increases product visibility/recognition in the market					
4	Well labeled products attracts more customers hence more sales					
5	Brand name increases product visibility as well as its sales					

SECTION C: PRICING STRATEGY

Please indicate the extent to which you agree with the statements.

Use the following scale: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

No	Statement	1	2	3	4	5
1	Value-based pricing of our products increases our sales volume					
2	Using penetration strategy in setting prices increases our sales volume					
3	Our products are easily adopted when we use price penetration method.					
4	Price bundling of products leads to high sales volume hence more profits					
5	We give bonus packs for loyal customers which increases our market share					

SECTION D: PROMOTION STRATEGY

Please indicate the extent to which you agree with the statements.

Use the following scale: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

No	Statement	1	2	3	4	5
1	Our promotions have increased our brand visibility and brand loyalty					
2	Our advertising attracts customers to our business leading to high sales volume.					
3	Events and experiences have increased our brand awareness					
4	Personal direct selling has led to high sales volume					
5	Adoption of public relations increases our sales returns					

SECTION E: DISTRIBUTION STRATEGY

Please indicate the extent to which you agree with the statements.

Use the following scale: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

No.	Statement	1	2	3	4	5
1	Customers tend to buy products that are readily available					
2	Use of variety of distribution channels increases the sales volume					
3	We are geographically located near our markets to increase sales.					
4	Strategic location of our retail stores leads to high sales volume					
5	Using good ambience increases our customer's emotional response hence more sales					

SECTION E: MARKETING PERFORMANCE

Please indicate the extent to which you agree with the statements.

Use the following scale: 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

No.	Statement	1	2	3	4	5
1	Our sales revenues are high.					
2	We have attracted new customers to consume our products					
3	We have expanded to new markets					
4	Our customers are loyal hence we retain our business					
5	Our company has opened a branch in the last one year.					

Thank you.