



## THE INFLUENCE OF MARKETING MIX STRATEGY ON SALES PERFORMANCE OF SMALL-SCALE MILK PRODUCERS IN MWANZA CITY, TANZANIA.

BY

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### Abstract

The purpose of this study was to determine the influence of marketing mix strategy on sales performance of small-scale milk producers in Mwanza City Tanzania. The research had four specific objectives: (i) to determine product strategy on sales performance; (ii) to determine the influence of pricing strategy on sales performance; (iii) to determine the influence of distribution strategy on sales performance among; and (iv) to determine the influence of promotion strategy on sales performance; all among small scale dairy farmers. The study used quantitative approach. Data analysis was done using Stata version 16. The findings of the study are such that marketing mix strategies with the exception of pricing strategy has a strong positive relationship to sales performance. Accordingly, dairy farmers are encouraged to continue using marketing strategies aggressively so that to increase sales performance. However, pricing strategy should be used with high caution as it operates, in line with the price-demand theory, in the opposite direction to sales volumes.

**Key terms:** Distribution strategy, pricing strategy, Product strategy, Promotion strategy, Sales performance, Small Scale Farmers, value chain

### INTRODUCTION

The small-scale enterprise growth is very crucial for economic development such as the creation of employment, reduction in poverty level and promotion of entrepreneurship activity, and the distribution of incomes (Sitharam & Hoque, 2016). According to Rao and Joshi (2017), small scale account for more than 90 percent of the economy in most nations. Thus, they are viewed as an engine of worldwide economic growth. Globally, Small-scale enterprises contribute the GDP of 55.3 percent, 60 percent, 57 percent, and 50 percent in Japan, China, Germany, and the United Kingdom (UK) respectively. In both developing and developed nations, thousands of Small-scale enterprises are set up every year although they face a multitude of challenges and several thousand of these Small-scale enterprises collapse every year. The constraints Small-scale enterprises face range from lack of managerial knowledge, registration of Small-scale enterprises, low technology, marketing of their products and service, and scarcity of financial resources. In the advanced countries, lack of capital for Small-scale enterprises has been considered as the most basic problem hampering the growth of the sector of Small-scale enterprises (Kirama, 2017) but in developing the marketing Small-scale enterprises still remains hand carp.

In African countries, the practice of marketing mix can be observed in several countries. For example, in Nigeria, Yalo (2019) observed that distribution strategy significantly and positively relates with sales performance; while pricing strategy significantly and positively relates with the profitability performance of enterprises in Kogi State. On the other hand, Hailemariam (2020) in Ethiopia found that price had positive and significant influence on sales performance of Small-scale enterprises while product, place, and promotion. Nevertheless, all the 4Ps were found to be significant predictor of sales performance of small-scale enterprises. Earlier studies by Sapuro (2016) in Kenya found that place (distribution) marketing strategies, promotion marketing strategies, and product marketing strategies had a positive and significant relationship with business performance.

Small-scale enterprises though they are of different sizes, they range from manufacturing, agriculture (farm enterprises) to financial services and food catering services. In farm enterprises, Small-scale enterprises can be crop-related or livestock-related such as dairy farms, piggery, and poultry farms. In recent years people in Tanzania are now running dairy farms mainly to produce milk and related products for increasing urban dwellers. As part of emerging generation of

agripreneurs, these dairy farm enterprises have also adopted various marketing strategies in their operations though few farms have been studied and little has been known about the influence of the marketing strategies of farm performance. 1.2.1 Overview of dairy farms in Tanzania.

The dairy production system in Tanzania can be divided into three major subsystems: traditional cow meat-milk, improved family dairy (IFD), and commercial specialized dairy (CSD) (Nell et al. 2014). In Tanzania, the practice of 4Ps can be also seen in various places across the country. For instance, Said (2021) observed that price is significantly related to performance to its component of price discount, cost-based pricing, and credit term pricing. Moreover, promotion variable has been found to have significant influence with advertisement and personal selling while sales promotion has shown insignificant influence towards performance. Place also has shown the positive significant influence towards the performance, especially by using location and distribution component while inventory has shown insignificant influence toward performance. However, little is documented on the practicability of 4Ps in relation to performance of small dairy farming enterprises in Tanzanian context. It is in this context that this study seeks to address this identified knowledge gap.

### Statement of the Problem

Most of the small-scale commercial dairy farms are not conversant with the use of marketing mix and that ignorance has been one of the causes of their failure in the market. It is in this context, therefore, that this study is carried out to find out how the marketing mix (4Ps) approach practices can be consciously applied and the pertinent influence in sales performance.

Limited studies have been conducted on marketing strategies as they apply in small-scale dairy farm enterprises. A Vietnamese quantitative study by Dang (2014) from consumer understanding of the marketing mix (4Ps) perspective found that product prices of the milk were set at competitive levels, and accepted as "suitable" with purchasing ability of Vietnamese consumers. Another quantitative study by Kasiso (2017) among consumers of produce from small-scale dairy farms in Nairobi city County found that a considerable number small scale farms adopted product development strategies, pricing strategies, promotion strategies, and distribution strategies each of which had a positive and its significant influence on sales performance of their enterprises. Other studies found different results (Ngarama & Mushunje 2018; Cheruiyot (2021) although farmers had knowledge and their application, product, and pricing had a positive but insignificant influence on sales performance of *Bixa Orellana*. Thus, influence marketing mix (4Ps) on sales performance varies from country to another. Furthermore, there has been no such study about 4Ps as they apply to a small-scale farm enterprise such as dairy farm. Hence this study fills these knowledge gaps and were examine the influence of 4Ps on the performance of small dairy enterprises in Mwanza City, Tanzania.

### Research Questions

In the quest to understand the position of marketing mix in small-scale milk producers, we pose the following questions:

- (i) What is the influence of product strategy on sales performance among small-scale dairy farmers in Mwanza city?
- (ii) What is the influence of pricing strategy on sales performance among small-scale dairy farmers in Mwanza city?
- (iii) What is the influence of placement strategy on sales performance among small-scale dairy farmers in Mwanza city?
- (iv) What is the influence of promotion strategy on sales performance among small-scale dairy farmers in Mwanza city?

### Marketing Mix discourse

The marketing mix theory was introduced by Jerome McCarthy in 1960 in his book "Basic Marketing: A managerial approach". This theory is alive today as an important framework for making important decisions that lead to implementation of organization's marketing decisions as coined by Borden (cited in Gronroos 1994). The rationale of the marketing mix theory is to organize all aspects of marketing plan around the habits, needs (desires), and psychology of the target market (customer/consumer) (Koseso 2017). Marketing mix theory combines together a number of components in such a way as to strengthen and solidify a producer's product brand and help to sell the good or service. The components combined by this theory are product, price, promotion, and place (distribution) which form the 4Ps of the traditional marketing mix. These 4Ps are the variables being examined in this current study and are the same variables that marketing managers can control or manipulate subject to internal (micro) and external (macro) forces of the marketing environment. The purpose of the theory is to help make decisions that focus the 4Ps to the customer/consumer in the target market in order to create perceived value to the customer and invoke or generate a positive response from the customer/consumer.

The marketing mix is a long-term action strategy that is used to help a business achieve its competitive edge over its rivals (Kotler & Armstrong 2017). It has been suggested that the use of marketing mix techniques has been made in order to make marketing approaches more specifically linked to results to assess its impact or effectiveness (Czinkota and Ronkainen, 2014). In other words, marketing strategies entails the set of actions designed to achieve competitive advantage and achieve better than average results by intelligent and fact-based selection among alternative leading to such advantage (Shane, 2000; Kotler and Armstrong 2017).

For physical goods, marketing mix strategy consist of the traditional 4Ps namely product, price, promotion, and place (Kotler and Armstrong 2017). Gronroos (2010) revised the 4Ps marketing mix to make it a 7Ps and the additional 3 marketing mix are: peoples (individuals), physical appearance, and the procedure (process) are a service-based

business. The current study however looks at the influence of the 4P's marketing strategies in goods-oriented business in small-scale farm enterprise where managers may use and control a mixture of strategies to gain and sustain a competitive advantage in the market (American Marketing Association, 2008).

### *Product marketing strategy and sales performance*

Studies on relationship between different product strategies and sales performance of Small-scale enterprises have found conflicting results. Edward (2013) investigated the impact of visual packaging design on perceived food product quality, value, and brand preference. It was shown that customer perception of food product quality and brand preference was directly affected by their attitudes toward visual packaging. However, it was noted that packaged items which were priced low received less attentions than those with a higher price tag.

Kalemb (2015) investigated the role of branding in improving the performance of Rwanda's tourism sector. According to the findings, there is a relationship between branding and tourism performances in Rwanda. Meanwhile, Deborah (2016) conducted a research on the effect of branding on organizational performance in the retailing of pharmaceutical products as well as the role of customers as a mediating factor. The results of that study indicated branding had a significant positive effect on organizational performance. Similarly, Wed (2016) who studied the effect of brand identity upon consumer loyalty and sales performance in local UK companies, found that brand identity does have an impact on customer loyalty and sales performance.

Ajuna (2020) carried out a study of the effect of advertisement on organizational performance of coca-cola in Kampala, Uganda. The study found that all respondents (100%) agreed that packaging and branding affected the sales volume and further agreed that packaging and branding are important to the Company. However, none of preceding studies looked at product strategies related to farming enterprise as the present study and this is the void the study is trying to fill.

### *Pricing Strategy and Sales Performance*

Njomo and Margaret (2016) researched penetration pricing strategies and organizational growth among soft drinks companies in Nairobi, Kenya. They found that the penetration pricing that Small scale enterprises were using had a negative impact on organizational growth although application of penetration pricing would help in the growth of sales volume and market share. In addition, it was found that business tend to use penetration pricing strategy to promote complementary products (Njomo, 2016). Also, companies used penetration pricing tactics to price their goods or services below their penetration pricing strategy in order to gain customer recognition, increase market share, or discourage new competition from entering the market.

Other studies such as those of Matan (2016), it was found competitive pricing had not significant influence on sales performance while other studies such as that of Mwangulu

(2014) indicated when businesses try to promote short-term pricing tactics for revenues increase while others that are long-term oriented opted to use market-driven and competition-based pricing strategies.

Gutuma (2017) studied effects of marketing mix on sales performance in Unga Feeds Limited, Nairobi Kenya. The study adopted a descriptive research approach and surveyed 96 marketing managers using a structured questionnaire and collected data was analyzed using descriptive and inferential statistics. The findings revealed that product strategy in terms of product quality had a positive impact on sales performance while brand awareness influenced organizational performance and, packaging influenced company's profitability. The study further found that pricing strategy in terms competition based and occasional price discounting has a positive influence on sales volume. In addition, store design and use of attractive stimuli such as music had a positive effect on consumer purchase and sales volume while distribution in terms of location of store outlets had a significant influence on profitability, advertising, and direct marketing had a positive and significant effect sales volume.

Srinivasan and Adaro (2019) also carried out a study determine the effects of different marketing mix strategies on sales performance of MSEs in Merab Abaya town, Gomo region, Ethiopia. The study was a descriptive research design and surveyed 144 MSEs from different business including manufacturing, trade, construction, and urban agriculture with a structured questionnaire with a structured questionnaire. The collected data were analyzed using SPSS and the findings of this study indicated that the product and place strategies had a positive and significant effect on sales performance while pricing and promotion strategies had positive but not made a significant effect on sales performance of MSEs. These studies focused on both farm and non-farm MSEs but the current study is focusing exclusively with dairy farm enterprises.

### *Placement Strategy and Sales Performance*

Muthengi (2015) investigated the effects of distribution channel on sales volume. Their findings revealed that distribution networks had a significant and significant impact on sales volumes. Meanwhile, Al-Karim and Habiba (2020) conducted a study on the impact of 4P strategies on organization performance in the garments industry of Bangladesh based on CEPZ (Chittagong Export Processing Zone). A total of 180 respondents were selected conveniently for this survey that used self-administered questionnaire. The data was analyzed using SPSS 24.0 version. It was found that although product, price, place, and promotional strategies significantly and positively influenced the organization performance, Distribution outlets in form of retailers had the greatest impact on company sales.

Moreover, Ngarama & Mushunje (2018) in Zimbabwean study found that the competitiveness of a company in agribusiness sector was determined by its distribution networks. This is because it has an effect on both the time the commodity reaches the market and the final price. In

particular, the study indicated that pricing strategies gave Small scale enterprises the flexibility in setting prices and win new business or maintain prices and increase the profit margin. Place strategies having different outlets and opening for longer hours had a positive effect on the sales performance of small and medium enterprises. Location-based marketing was one of the best ways to convert foot traffic and online traffic into new customers.

Yasin (2022) conducted a study on the effect of marketing mix strategies on the export performance of Ethiopian chickpeas. The research used primary data through surveying Ethiopian chickpeas exporters using a questionnaire in person or email. A deductive research approach was used and explanatory and quantitative research design were applied. Questionnaire for the descriptive statistics were distributed in person and via email to respondents. The ensuing quantitative data was analyzed using SPSS 23 statistical tools including descriptive and inferential statistics through Pearson's correlation and Regression analysis were used. The findings of the study showed marketing strategies namely promotion through social media, product strategies of brand name, packaging, and product quality had a significant and positive influence on organization export performance. It was also found that pricing strategies in of competition-based and penetration price had a positive and significant correlation with export performance. However, its place strategies in terms of location farmers and marketing channel system had positive but insignificant correlation with export performance as farmers had established collection centers as a means of meeting export quotas rather than gaining competitive advantage.

### **Promotion Strategy and Sales Performance**

Promotion activities carried by firms can result in conflicting outcomes both on short and long term (Czinkota and Ronkainen, 2014) as demonstrated by empirical studies. Fitriah et al (2019) conducted a study on the effects of marketing mix on small fish farming business performance in Kelantan, India. The study collected data by using a self-administered questionnaire and analyzed using Smart Partial Least Squares (PLS) Version 3, which is a variance-based Structural Equation Modelling (SEM). The result of this study indicated that price and promotion influenced sales performance of the farming enterprise. This study was in fishing industry whereas the current study in dairy farming enterprise.

Chagbat et al (2020) studied the association between the product strategy, promotion strategy, and performance of farm-based Small-scale enterprises in Anambra State, Nigeria. This study adopted a descriptive survey research design and collected data through use of questionnaire with 234 respondents. The correlation result study revealed that product and promotion marketing strategies have a positive and significant relationship with the performance of Small-scale enterprises in Anambra State. Ajuna (2020) carried out a study of the effect of advertisement on organizational performance of Coca-Cola in Kampala, Uganda. It surveyed

total of 50 conveniently selected respondents with self-administered questionnaire. The study revealed that about 90.0% agreed to the fact that sales promotion helps to build brand loyalty by giving the seller the chance to draw a loyal and profitable set of customers which provides sellers some protections from competition and greater control in planning their marketing mix and only 10.0% disagreed by arguing that sales promotion gives a short-term inducement of value offered to arouse interest in buying a good or service. However, the study was only adequate enough to conclude that sales promotion and broadcast media significantly affected organization's sales volumes.

Bireda (2020), conducted study about effects of promotion strategies on banks performance in Dashen Bank S.C., in Addis Ababa, Ethiopia by selecting five branches and the head office. The study used mixed research approach as well as both descriptive and explanatory research designs. The study collected its main data using primary collection instruments questionnaires and interviews while secondary data was from documentary review. Quantitative data from questionnaires were analyzed through descriptive statistics and Pearson correlation analysis to determine the relationship between independent variables and dependent variable while multiple regression analysis was conducted to determine the impacts of independent variables on the dependent variable (sales performance). Thematic analysis was for data face-to-face interviews with bank marketing managers. The findings of the study revealed that advertisement in various media, sales promotion, public relations, and direct marketing had significant and positive relationship with organizational/banking performance.

Cheruiyot (2021) carried out the study on the influence of marketing mix strategies on the sales performance of *Bixa Orellana* among small-scale farmers in Kwale County, Kenya. The study was underpinned by the Consumer Utility Theory, Theory of Pricing, AIDA model, and Distribution Channel Theory. It also adopted a positivism research paradigm and a descriptive survey research design. The study surveyed 106 farmers who were selected using simple random sampling technique and used both questionnaire and an interview schedule to collect field data. The study found o that product and pricing strategies had a positive but insignificant influence on sales performance of *Bixa Orellana* while placement and promotion strategies had negative insignificant and significant influences on sales performance respectively.

### **Marketing mix strategy as integrated program and sales performance**

Some studies have examined marketing mix (4Ps) strategies in different industries as an integrated program and have come with different research outcome. Ngarama & Mushunje (2018) carried out a research among players along marketing value chain of pork-based agribusiness in Zimbabwe. The study utilized a questionnaire in a cross-sectional survey of 166 pig farmers, 6 pork processors, and 24 pork butchers in Mashonaland Central province. Descriptive statistics, logistic regression, and multiple linear regression were used to

analyze the data. The study found that marketing mix strategies (product, price, promotion, and place) were essential in Zimbabwean agri-businesses whether be intuitive or by sheer luck. The Zimbabwean agri-businesses appeared to be practicing and orienting their operations towards particular marketing mix elements namely price, promotion, and distribution through different store outlets.

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Eniola and Oloruuleke (2020) investigated the effect of marketing strategy on performance of an organization with exceptional focus on Small scale enterprises in Kwara State, Nigeria. The review research plan strategy was utilized in this examination which included utilizing a self-structure organized composed overview in collecting information. It was showed that product, promotion, packaging, and price were noteworthy joint predictors of business performance.

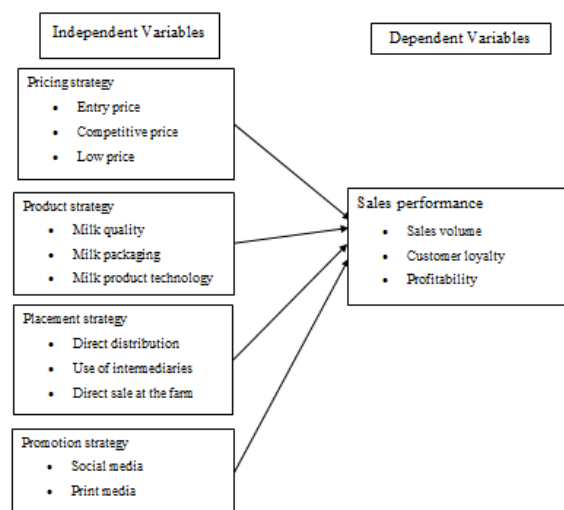
Hailemariam (2020) conducted a study about the effect of marketing strategy on MSEs sales performance in Kirkos Sub city, Ethiopia. It adopted quantitative research approach and explanatory research design. Data was collected using a structured questionnaire with a sample of 131 owners and/or managers of various MSEs in Kirkos sub-city. The quantitative data were analyzed by using both descriptive and inferential analysis. The study found that except place strategy, product strategy in terms of packaging and brand awareness, promotion strategies in terms of advertising and use of social media, and pricing strategies in terms of competition-based and seasonal pricing had significant correlation with sales performance. The multiple regression analysis also indicated that each of 4Ps strategies had positive and significant effect on sales performance.

Al-Karim and Habiba (2020) conducted a study on the impact of 4P strategies on organization performance in the garments industry of Bangladesh based on CEPZ (Chittagong Export Processing Zone). A total of 180 respondents were selected conveniently for this survey that used self-administered questionnaire. The data was analyzed using SPSS 24.0 version. It was found that product, place, price, and promotional strategies significantly and positively influenced the organization performance. The findings suggested that by focusing on marketing mix (4P) strategy as integrated program, the organizations can make better performance than their competitors. Yalcinkaya and Bilal (2021) conducted a

study on the impact of marketing strategies on performance of telecommunication firms in Pakistan. The research adopted the descriptive research design and using questionnaire surveyed 345 participants from two major telecommunications companies in Pakistan. The collected data was analyzed with aid of the Statistical Package for the Social Sciences (SPSS). The correlation results syndicated that each of marketing strategies (product, price, promotion and place) was positively and significantly associated with performance.

### Conceptual Framework

The conceptual framework is a model that defines the concepts or variables that are used in the analysis, as well as their relationships Mugenda and Mugenda (2008). It enables the reader to see the proposed relationship between independent and dependent variables. In this study, marketing mix strategies which include product, pricing, positioning, and promotion, are the independent variables in conceptualization. Sales performance of small-scale dairy farming enterprises in Mwanza district, Tanzania, as measured by sales volume and consumer loyalty is the dependent variable.



Source: researcher (2023)

In several studies, it has been shown that there is a significant relationship between independent variables of marketing mix elements and sales performance (Kasiso 2017; Ngarama & Mushunje 2018; Al-Karim and Habiba 2020; Eniola and Oloruuleke 2020; Zhang and Nesfin 2020; Cheruiyot 2021).

### Research Design and Approach

The study follows a positive analysis philosophy based on the research concept, which systematizes the information generation process through quantification of observations to determine their relationship. To assess the influence of marketing mix strategies on the sales performance of small-scale dairy farms in Mwanza City, the research adopts a descriptive survey design.

The target population for this study was 134 dairy farmers in Mwanza district who are registered with the Ministry of Livestock and Agriculture by the year 2022 (URT 2022).

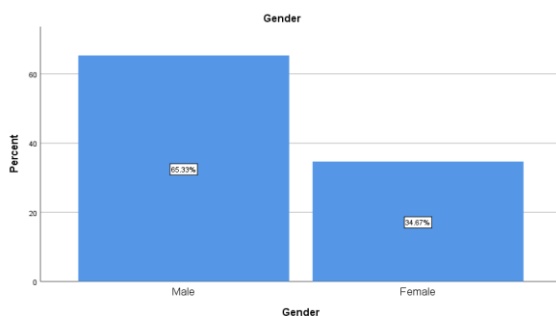
They are distributed in two districts of Mwanza city namely Nyamagana and Ilemela. A simple random sampling technique was used to select the willing participants for study in which each member in the population had an equal and independent chance of being chosen.

The instrument used had three section, the demographic information section, the specific research question focused on specific objective information section it uses a 5-point Likert rating scale (Likert 1932) to get the degree of respondents' disagreement or agreement based on their experiences with dairy farmers/operators., and the open-ended question selection for other related information and used digital process to send link for participant to answer through the phones and data was collected through ODK form and analyzed using Stata.

### The results and Discussion

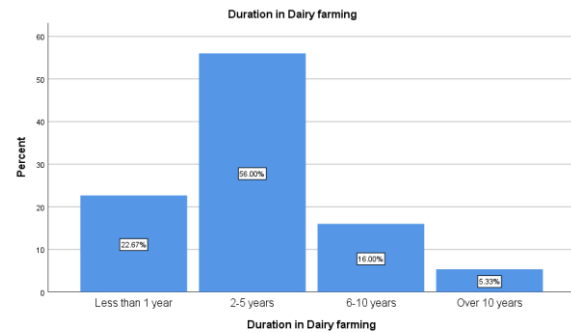
The study targeted 98 participants from a population of 134 who were provided with questionnaires by the researcher. Successful 92 questionnaires were returned to the researcher implying a response rate of 93.87%. As indicated by Ndemi (2014) a response rate which is above 50% is considered as satisfactory; 60% good; and above 70% as very good for study purposes. As the response rate of the study is 93.87% therefore, the sample is considered as very good of conclusion of the study.

Figure 4.1: Gender distribution



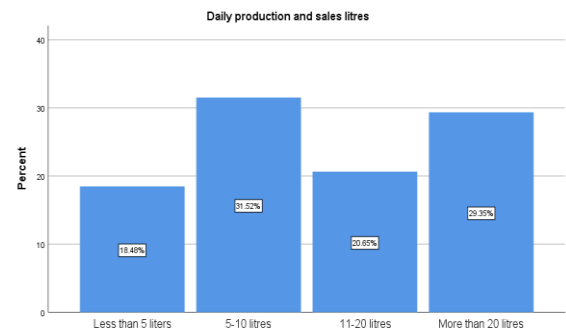
The results show number of males are large than those of female, these indicate many activities were often dominated by men due to prevailing societal norms and perceptions about the strength and skills required. As a result, the industry's gender composition skewed heavily towards male participation. In recent years, there has been a significant shift in perceptions surrounding gender roles, leading to greater female involvement in dairy farming. Women are increasingly breaking the traditional stereotypes and proving their capabilities in managing farms, tending to livestock, and implementing modern farming techniques.

Figure 4.2: Duration in dairy farming



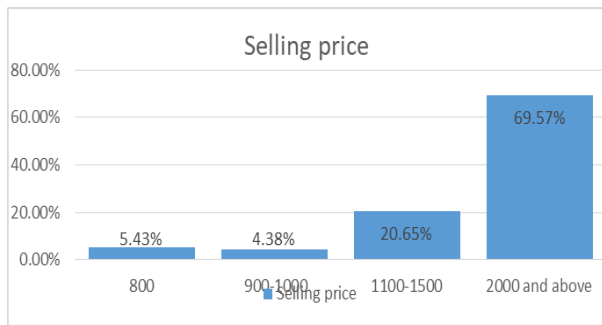
The analysis of the duration in dairy farming (graph 4.2) shows that majority of the farmers are in between 2-5 years (56.0%). Its shows extract is attracted in business in the early steps. However, the dropout rate is also high as 21.3% is seen to cross over beyond five (5) years. In the follow-up intervener the farmers acted out the factor such as lack of trustworthiness among the helper, high running cost, and low price of their product area the reason behind the dropouts

Figure 4.6: Daily production and sales litres



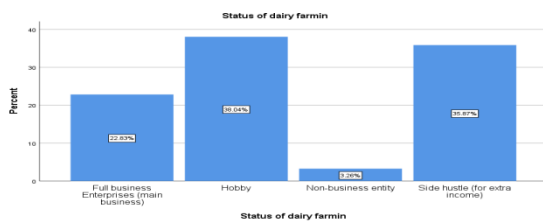
A portion of dairy farms engage in smaller-scale milk production, yielding less than 5 liters daily. Such operations might cater to local markets or individual households seeking limited quantities of fresh milk. The majority of dairy farms fall within the 5-10 liters daily production range. This indicates a balanced approach that can cater to local markets, households, and potentially small-scale processing ventures. Dairy farms producing 11-20 liters of milk daily represent a segment that embraces semi-intensive production practices. These farms might have larger herds and improved management techniques to achieve higher milk yields. Farms with daily milk sales exceeding 20 liters are focused on intensified production and substantial market engagement. This scale often involves advanced feeding, cow management, and technology adoption.

Figure 4.7: selling price



The result above shows that, 800 Tanzanian Shillings at 5.43 percent, 900-1000 Tanzanian Shillings at 4.35 percent, 1100-1500 Tanzanian Shillings at 20.65 percent, and more than 2000 Tanzanian Shillings at 69.57 percent. These statistics provide valuable insights into the pricing strategies employed by dairy farmers and their implications for various stakeholders. A small percentage of dairy farms offer milk at a lower price point, at 00 TSHS per liter. This price might attract price-sensitive consumers or local markets with limited purchasing power. Farms adopting this approach may focus on volume sales to maintain profitability. Some dairy farmers position their milk at a moderately affordable range of 900-1000 TSHS per liter.

Figure 4.8: Status of dairy farming



From the graph above it shows that full business enterprises at 22.83 percent, hobby farming at 38.04 percent, non-business entities at 3.26 percent, and side hustles (for extra income) at 35.87 percent. A notable portion of dairy farmers treat their operations as full-fledged business enterprises. These farmers focus on profitability, market expansion, and sustainable growth. Their motivations often include generating primary income, creating jobs, and contributing significantly to the local economy. Full business enterprises may invest in modern technology, large-scale operations, and market diversification. A significant percentage of dairy farmers engage in hobby farming, driven by a passion for agriculture, animals, and rural life. While not their primary source of income, these farmers find joy and satisfaction in tending to animals and producing dairy products. A small segment of dairy farming is represented by non-business entities. These could include educational institutions, research centers, or community projects that engage in dairy farming for educational, research, or social purposes. A substantial percentage of dairy farmers treat farming as a side hustle, supplementing their primary income sources. This category includes individuals who engage in dairy farming to generate additional funds and improve their financial stability.

## Reliability test

Table 4.5.7 Reliability test results

Variable	No of Items	Cronbach Alpha
Mixing strategies	5	0.872
Pricing strategies	8	0.845
Placing strategies	5	0.793
Promotion strategies	4	0.874
Sales performance	4	0.982

Source; Researcher (2023)

From the result above, the mixing strategies (Cronbach alpha of 0.872) employed by the organization displayed a high level of internal consistency, suggesting that the items used to measure this construct are closely related and reliably capture the intended concept. This indicates that the mixing strategies are coherent and dependable in guiding decision-making processes within the organization. The pricing strategies (Cronbach alpha of 0.845) also exhibited a commendable level of internal consistency. This implies that the strategies implemented by the organization for pricing its products or services are reliable and are likely to yield consistent outcomes over time.

## 4.5 Descriptive statistics on predictors

Table 4.5.1 Descriptive Statistics on Product strategies

	Min	Max	Mean	Std. Dev
My farm offers a broad range of dairy products (milk, yoghurt, butter)	1	5	3.61	1.284
Dairy product (milk) quality as per customer's requirement is taken into account in our daily product	1	5	3.93	1.097
Farming technologies that maximize production are used like milking machine, glasscutter machine)	1	5	3.47	1.338
Our dairy products (milk) are packaged during delivery as per customer's requirement	1	5	3.75	1.055
A lot of health and nutritional benefits can be derived from our dairy products	1	5	4.21	.896
<b>Overall average</b>			<b>3.79</b>	<b>1.134</b>

Source: Researcher (2023)

Table 4.5.2 Descriptive Statistics on Pricing Strategies

	Min	Max	Mean	Std. Dev
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Pricing of our dairy products (milk) is informed by cost of production	1	5	3.70	1.117
Low prices are charged in order to increase market share where I sell every I produce	1	5	3.24	1.304
Our dairy products are sold according to the going rate in the market	1	5	3.99	.883
Sometimes, the level of demand is considered when setting my prices	1	5	3.96	1.068
Our dairy products are sold according to the contract price with the buyer (s)	1	5	3.76	1.063
Pricing of our dairy produce is pegged on competitors' prices	1	5	3.84	1.216
Price discounts for cash payment is offered	1	5	3.47	1.218
Quantity discount for bulk purchases is offered	1	5	3.87	1.008
Overall average				

**Table 4.5.3 Descriptive Statistics on placing strategy**

	Min	Max	Mean	Std. Dev
The dairy farm is accessible by customers	1	5	3.80	1.160
Our dairy farm has reliable channels of distribution for our products	1	5	3.83	1.012
Middlemen are used in the distribution of our dairy farm products to the customers	1	5	3.26	1.203
Location of dairy farms affects the performance and distribution of farm products	1	5	3.27	1.196
Place strategy outlines how and where the farming enterprise were place their products or services to gain market share	1	5	3.79	.944
Overall average				

Source: Researcher (2023)

From the table above results shows that dairy farm is accessible by customers with a mean of 3.80. The mean value of 3.8 indicates that dairy farm is considered accessible to customers, suppliers, and stakeholders. Accessibility is a key

factor that influences how easy it is for people to reach your farm.

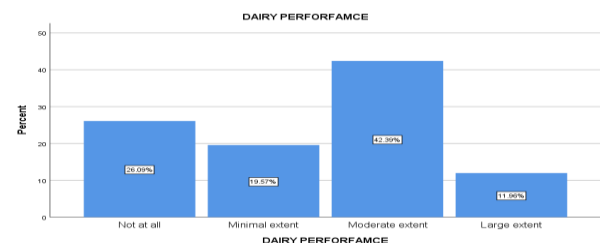
**Table 4.5.4 Descriptive Statistics results on promotion strategies**

	Min	Max	Mean	Std. Dev
Advertising in print media is made for our dairy farm products in the local market	1	5	3.04	1.358
Sales promotion is sometimes practiced to encourage sales of our dairy farm products is under fallen	1	5	3.37	1.247
Social media is used to sell our dairy farm products	1	5	3.49	1.227
Our promotion strategy gets customers get attention, interest, desire, and action	1	5	3.68	1.257
Overall average				

Source: Researcher (2023)

From the table above, the result shows that advertising in print media is made for our dairy farm products in the local market has a mean of 3.04. The mean value of 3.04 indicates that you use print media for advertising, although its impact might be perceived as relatively moderate. Print media could include newspapers, magazines, flyers, and brochures. While print media remains a traditional advertising avenue, the mean suggests that it might not be as dominant in your promotional mix. Sales promotion is sometimes practiced to encourage sales of our dairy farm products is under fallen has a mean of 3.37. With a mean value of 3.37, it appears that sales promotion is a part of your marketing strategy. Sales promotions involve temporary incentives to encourage immediate purchases. The mean suggests that you actively use this strategy, potentially offering discounts, coupons, or limited-time offers to attract consumers.

**Figure 4.5.5 Dairy Farming Performance**



Source: Researcher (2023)

A significant portion, around 42.39 percent, suggests that their dairy farm is performing to a moderate extent across various dimensions. This could indicate a balanced approach, where some areas are performing well, while others may require further attention. The data suggests that 11.96 percent of aspects related to dairy performance are perceived to be performing to a large extent. This indicates that there are



specific areas where their dairy farm is excelling and achieving substantial success

**Table 4.5.6 Descriptive Statistics on Sales Performance.**

	Min	Max	Mean	Std. Dev
Sales volume of our dairy farm product have increased since the application of marketing mix strategies	1	5	3.45	1.425
The application of marketing mix strategies have led to customer loyalty of our small-scale dairy farm	1	5	3.46	1.486
The application of marketing mix strategies has led to increase of the market share for our dairy farm products	1	5	3.60	1.391
The marketing mix strategies we are using reduces lead response time from customers	1	5	3.60	1.383
Overall average				

**Discussion of findings**

The results of the reliability test provide valuable insights into the consistency and dependability of various business strategies and sales performance metrics. These findings serve as a solid foundation for organizations to confidently make informed decisions and allocate resources effectively to enhance their overall performance in the competitive business environment.

Based on correlation results, the high correlation coefficient ( $r = 0.800$ ) indicates a strong positive linear relationship between the predictor and outcome variables. This suggests that there is a significant tendency for the outcome variable to increase as the predictor variable increases. The coefficient of determination ( $r^2 = 0.640$ ) signifies that about 64% of the variance in the outcome variable is accounted for by the predictor variable in the linear regression model. This implies that the predictor variable is able to explain a substantial portion of the observed variation in the outcome variable. However, it also indicates that there are other factors contributing to the remaining 36% of the variance.

**To determine product strategy on sales performance among small-scale dairy farmers in Mwanza City.**

Based on descriptive statistics, the overall average score of 3.79 indicates that, on average, the product strategy is performing above average. Depending on the scale used for measurement (e.g., a scale of 1 to 5), this score suggests that the majority of the responses or evaluations have been positive. The average score being above 3 suggests that the

product strategy is generally meeting or exceeding expectations.

Based on the results, it appears that there is a positive relationship between mixing strategies and the dependent variable. The positive beta coefficient (0.366) indicates that an increase in mixing strategies is associated with an increase in the dependent variable. However, the p-value of 0.25 suggests that this relationship may not be statistically significant at conventional levels of significance. Also, the result support eh marketing mix theory which emphasize on product strategy as among component of the 4Ps. For marketing to be effective and yield significant results there should be a product strategy that also enhances the performance of the product among other competitors' products.

**To determine the influence of pricing strategy on sales performance among small-scale dairy farmers in Mwanza city**

The results of the regression analysis indicate a significant and negative relationship between price strategies and sales performance. The negative beta coefficient (-0.732) suggests that as pricing strategies increase, sales performance tends to decrease. This relationship is statistically significant, as evidenced by the low p-value (0.000). The t-test statistic of -3.746 reinforces the significance of the relationship. The negative sign of the beta coefficient suggests that higher pricing strategies are associated with lower sales performance. This could imply that customers might be sensitive to pricing changes, leading to reduced purchase behavior when prices are higher. These findings align with the common understanding in business and economics that pricing decisions can have a substantial impact on consumer behavior and sales outcomes.

**To determine the influence of distribution strategy on sales performance among small-scale dairy farmers in Mwanza City.**

The regression analysis reveals a highly significant and positive relationship between placing strategies and sales performance. The positive beta coefficient of 0.810 indicates that an increase in the utilization or effectiveness of placing strategies is associated with a corresponding increase in sales performance. The t-test statistic of 4.469 supports the statistical significance of this relationship, while the very low p-value (0.000) reinforces the evidence against the null hypothesis.

This finding suggests that businesses that strategically focus on placing strategies are likely to experience improved sales performance. Placing strategies involve decisions related to distribution channels, retail locations, and product availability. A strong positive relationship indicates that effective placement of products or services in the market positively influences sales outcomes. Practically, this implies that companies that strategically position their offerings in accessible and high-traffic locations, optimize distribution networks, and ensure product availability are more likely to enjoy higher sales performance.

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**To determine the influence of promotion strategy on sales performance among small-scale dairy farmers in Mwanza city.**

The regression analysis reveals a highly significant and positive relationship between promotion strategies and the outcome variable. The positive beta coefficient (0.619) indicates that an increase in the implementation or effectiveness of promotion strategies is associated with a corresponding increase in the outcome variable. The t-test statistic of 5.414 supports the statistical significance of this relationship, while the very low p-value (0.000) reinforces the evidence against the null hypothesis.

This finding suggests that organizations that strategically employ effective promotion strategies are likely to experience improved outcomes in the studied domain. Promotion strategies encompass various marketing and advertising efforts aimed at enhancing product visibility, attracting customers, and influencing their purchasing decisions. Practically, this implies that well-executed promotion strategies can lead to increased consumer awareness, interest, and engagement, ultimately resulting in improved outcomes. For instance, a company launching well-timed and appealing promotional campaigns might witness higher customer traffic and increased sales. Similar results were found by Chagbat et al (2020). They found that promotion strategies tend to boost business performance.

**Conclusions**

Variables	Coefficient correlation	Variable direction in relation to sales performance	Sales performance
Product	0.386	↑	↑
Place	0.619	↑	↑
Promotion	0.810	↑	↑
Price	-0.732	↓	↑

Based on the results and discussions, it can be concluded that effective mixing strategies have a meaningful and positive impact on sales performance in dairy farming. Dairy farmers who allocate resources to optimize their mixing strategies are likely to experience higher sales performance. The findings underscore the importance of well-executed placing strategies in driving enhanced sales performance. The sales performance can decrease if the price of the product increase. Organizations can leverage these insights to refine their approaches to product placement and distribution to achieve better sales outcomes. The findings underscore the importance of strategic promotion strategies in achieving positive outcomes. Businesses can leverage these insights to refine

their promotional efforts, tailor their messaging to target audiences, and optimize marketing campaigns.

**Recommendations**

Dairy farmers are recommended to use marketing mix strategies to optimize their dairy farming performance, taking into consideration the respective influence of each variable's sub-categories.

**Price**

Dairy farmers should develop and introduce dairy farmer association that will set indicative a marketing price to penetrate into market and other new strategy to help them succeed in their markets.

**Place**

Dairy farmers should learn and adopt new technology in production, processing, packaging, and marketing their products to targeting both local and international. They should not aim only on local customers.

**Promotion**

Dairy farmers should apply aggressive promotion strategies to make their product more appealing and more valuable to increase to worthness for a trade to pick up, process, and sell it. This can increase their bargaining power and position. Also, this can increase market networks through information exchange.

**Product**

Daily farmer should maintain quality and adhere to local and international dairy quality standards, especially in testing and quality control should be carried out at all stage of the dairy product processing chain.

Good customer satisfaction and well use of marketing mix strategy will pave a way to dairy farmers.

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