EFFECT OF MARKETING STRATEGIES AND PRODUCTIVITY ON THE PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN NIGERIA

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Abstract

The paper investigates the effect of marketing strategies and productivity on performance of Small and Medium Enterprises (SMEs) in Nigeria. A theoretical framework is developed to examine the effect of marketing strategies, and productivity, performance on SMEs in Nigeria. This study proposes a research model of Small and Medium Enterprises (SME) performance based on marketing strategies orientation. The proposed model suggests significant interaction among marketing strategies, productivity on SME performance in Nigeria. Survey research method was used to collect vital information from food Enterprises in Nigeria. Primary data were collected through the use of questionnaire administered on 100 food making enterprises selected through a multistage probability technique and reports of operations over a four years period (2008-2012), chi-square and ANOVA were applied to data collected. Results confirmed positive effect between the dependant and explanatory variable. The model contributes for better understanding of complex interaction between marketing strategies and productivity, on SME performance in Nigeria. This research would contribute to the existing academic theory and advance research on Small and Medium Enterprises (SMEs) in transitional economy. Similarly this research has implications for practice. The research findings help Small and Medium Enterprises (SMEs) managers in that the effective use of marketing strategies and productivity could help them gain competitive advantage and achieve superior performance.

Keywords:Marketing strategies, Productivity, Performance and SMEs.

Introduction

To study will be introduced by defining basic phenomenon. This is to establish their implied usage and significance in providing a direction for the scope of the study.

Small and Medium Enterprises (SMEs)

Although the term SME or SMME is used interchangeable worldwide, there is no common definition of these terms. The geographical placement of SMEs as well as country specific legislation influences the numerous SME definition (Leopoulos, 2006). In Nigeria Central Bank of Nigeria (CBN 2003) categorize small organizations into four categories namely micro enterprises, including survivalist enterprises; small enterprises; medium enterprises; and large enterprises. The differentiating factor between categories excluding micro enterprises is the number of employees. For micro enterprises, the criterion is turnover level (CBN, 2003; Von Broembsen, 2003). Below is the definition adopted by the Federal Republic of Nigeria.

Micro/Cottage industries; are defined as those whose total investment cost does not exceed one million and five hundred thousand naira (N1,500,000.00) including working capital but exclusive of land. The workforce is not more than 10.

Small scale industries are defined as those with total investment of between one million and five hundred thousand naira (N1.500,000.00) and fifty million naira (N50.000,000.00) excluding land, but including working capital and or a workforce of between 11 and 100 workers.

Medium scale industries are defined as those with a total investment of between fifty million (N200.000,000.00) naira excluding land, but including working capital and or labour force of between 101 and 300 workers.

Large scale industries are defined as those with a total investment of over two hundred million naira (N2000,000,000.00) excluding land but including working capital and or labour force of over 300 workers.
The European SME definition was given by the European Commission in 2003.

SME definition by European Commission

SME Definition				
Enterprise category	Ceilings			
	Staff Headcount (number of persons expressed in annual work units)	Turnover	Or	Balance sheet total
Medium-sized	< 250			< € 43 million
Small	< 50	< € 10 million		< € 10 million
Micro	< 10	< € 2 million		< € 2 million

Source: European Commission, available on: www.ec.europa.eu/enterprise/policies/.../sme-definition/

The importance of small businesses is recognized in numerous African countries such as Togo, Uganda, Ghana, Cote d'Lvoire, Nigeria, Kenya, Malawi, Burkina Faso, as well as others. According to Rwigema and Karungu (1999), SMEs are dominant in numbers in most economies. In First World countries like the United States of America and the United Kingdom, small enterprises play an important role in the economy, accounting for an estimated one third of industrial employment than in third World countries (Rwigema and Karungu, 1999). The activities of SMEs enterprises in Africa (Rogerson, 2001a), is of vital importance for the promotion of economic growth, research conducted on SMEs in Africa by Mead and Liedholm (1998) confirmed that on average there are more SME closures than expansions, with approximately only 1% of micro enterprises growing from five or less employees to ten or more. It has long been debated that SMEs are pivotal to employment creation and economic growth, particularly in countries such as Nigeria that has a high unemployment rate, estimated at up to 24% (Friedrich, 2004; Watson, 2004).

In Nigeria, it is estimated that 90% of all formal businesses are small, medium or micro enterprises (Rwigema and Karungu, 1999). The SMEs sector is one of the largest contributors to the Nigeria economy. The SMEs is not only seen as an employment creator, but this sector also acts as an

absorbent of retrenched people coming from the private and public sector (Ntsika, 2001). Although the SMEs sector is responsible for 75% of new jobs, largely due to the emergence of new micro enterprise formations, it compares poorly to Asian countries where SME employment contribution is estimated at 80% (Friedrich, 2004; Watson and Godfrey, 1999). Even in countries less developed than Nigeria their SME sector contributes a much higher proportion to the GDP and employment (UNDP, 2003; OECD, 1999 cited by Watson and Godfrey, 1999). It is noted that the majority of Nigeria SMEs are micro and survivalist enterprises which show no signs of enterprise growth due to inadequate firm dynamics, resulting in SMEs conservative contribution to employment compared to other countries.

The Nigeria government has identified the SME sector as the means to achieve accelerated economic growth. However, this objective was not achieved partly due to the high failure rate of 80% of enterprises (Watson, 2004; Van Niekerk, 2005) in the SME sector. As SMEs growth depends to a larger extent on the macro economic growth, it can be said that the slack micro economic growth of the past few years has inhibited entrepreneurial performance and therefore SMEs to growth to their full potential (Watson, 2004; Berry et al., 2002). SME failure can further be partly ascribed to the lack of management skills. Nigeria SMEs do not aspire to corporate governance best practices such as the non-compulsory implementation of King III (King, 2009). Risk management, a component of King III, is therefore, also regarded as an optional organizational activity, and not as a vital component to organizational success.

Hypothesis of the Study

$H0_1$: There is no relationship between effect of marketing strategies and productivity on performance of SMEs in Nigeria.

$H0_2$: Effect of marketing strategies and productivity will not positively influence performance of SMEs in Nigeria.

Statement of the Problem

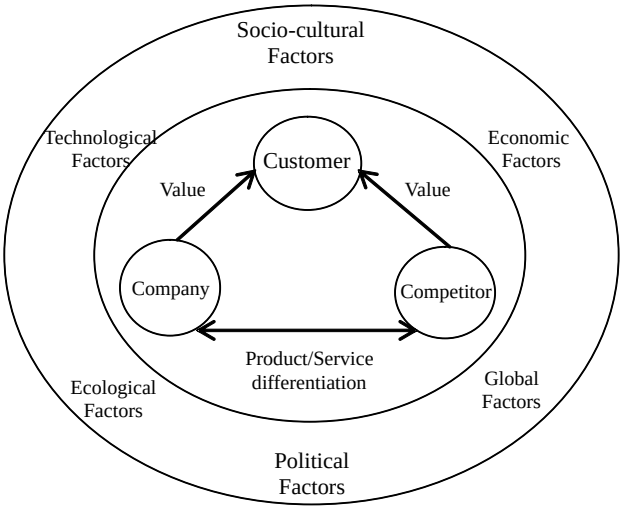
The development of marketing strategies theories and paradigms concerning SMEs performance and SMEs has not reached it momentum yet, despite the studies of the last 10 years. In earlier research, there was a tendency to adopt theories and models based on corporations to SMEs, acknowledging the features which differentiate them from big corporations. At present, although specific research is being carried out on effect of marketing strategies and productivity performance on SMEs. Much work remains to be done (Nwamkwo & Gbadamosi, 2011). Over the last 10 years, numerous empirical studies have been carried out on effect of marketing strategies and productivity, but only few of them focus on SMEs performance. The present study aims to further develop research on effect of marketing strategies and productivity on SMEs performance and analyzing if and to what extent they are able to use marketing strategies tools.

Literature Review and Conceptual Explanation3The word strategy was originally used in a military context before being adopted by many other fields. A strategy is a long-term course of action designed to achieve a particular goal. It is differentiated from tactics in that a tactic refers to

an immediate action using resources at hand. When applied in a business context, a strategy refers to a set of managerial decisions and actions that aims to differentiate the company from competitors and sustain its competitive advantage. A company's strategy must be appropriate for its mission, resources and environmental circumstances. Accordingly, a marketing strategy can be defined as a plan by a company to differentiate itself positively from its competitors, using its relative strengths to better satisfy customer needs in a given environment (Jain, 2004). Strategies have been defined as the match an organization makes between its internal resources and skills and the opportunities and risks created by its external environment (Charles, 1978). 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).

A marketing strategy process involves matching a company's internal resources and capabilities to external environmental opportunities for the company's long-term development. Three steps are needed to formulate a marketing strategy. First, the company should determine where it stands now by conducting a situation analysis that evaluates a variety of internal and external factors. Second, the company should know where it wants to be. Managers have to clearly and equivocally identify the company's mission and long-term objectives. Third, the company should decide on how to get where it wants to be.

Marketing strategies essentially deal with the interplay of three forces, known as the strategic Cs: the customer, the competition and the company (Jain, 2004). The relationships among these elements form the marketing strategy triangle (figure 2.1). To maintain its competitive advantage, a company needs to deliver customers values that can be clearly differentiated from those of its competitors. At the same time, by using available resources, the firm should match its actions and activities with the needs and preferences of customers. Furthermore, the firm must render a better match than its competitors between its needs and customers' needs. If a company fails to do so, it loses the competitive advantage and its long-term sustainability may be put at risk.



Source: Adapted from Hsu & Powers (2002)

Figure 1 The marketing strategy triangle

Productivity 5Productivity is about the effective and efficient use of all resources. Resources include time, people, knowledge, information, finance, equipment, space, energy, materials (Graham, 1999). According to Paul (1994), productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output. Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments. Productivity can be defined as the ratio of what is produced to what is required to produce it. Productivity measure the relationship between output such as goods and services produced, and inputs that include labour, capital, and other resources (Porter, 1990).

According to Knight (2000), to manage resources of a business it is essential that one has to understand exactly what needs to be done to meet customers demand, establish a plan that clearly identifies the work to be carried out, define and implement the methodologies that need to be used to complete all activities and task efficiently, establish how long it will actually take to compete each activity and task, determine what resources needs to meet the plan, provide the necessary resources and initiate the plan, constantly monitor what is actually happening against the plan, identify variances and take the relevant actions to correct them or modify the plan. According to Morrison and Roth (1992) marketing strategies influence higher productivity which is often linked with "time and motion". The evidence of time and motion studies was used to put pressure on workers to perform faster. The real responsibility for productivity or performance improvement should be largely in the hands of those organizing the work rather than the individual worker.

Manufacturing sector

Many years in Nigeria, 96% of establishments in the manufacturing sector were Small and Medium Enterprises contributing 30.7% of total manufacturing output and 26.3% of total value added. In addition, more than 31.6% of the total workforce was employed in this sector (Douglas and Craig, 1989).5

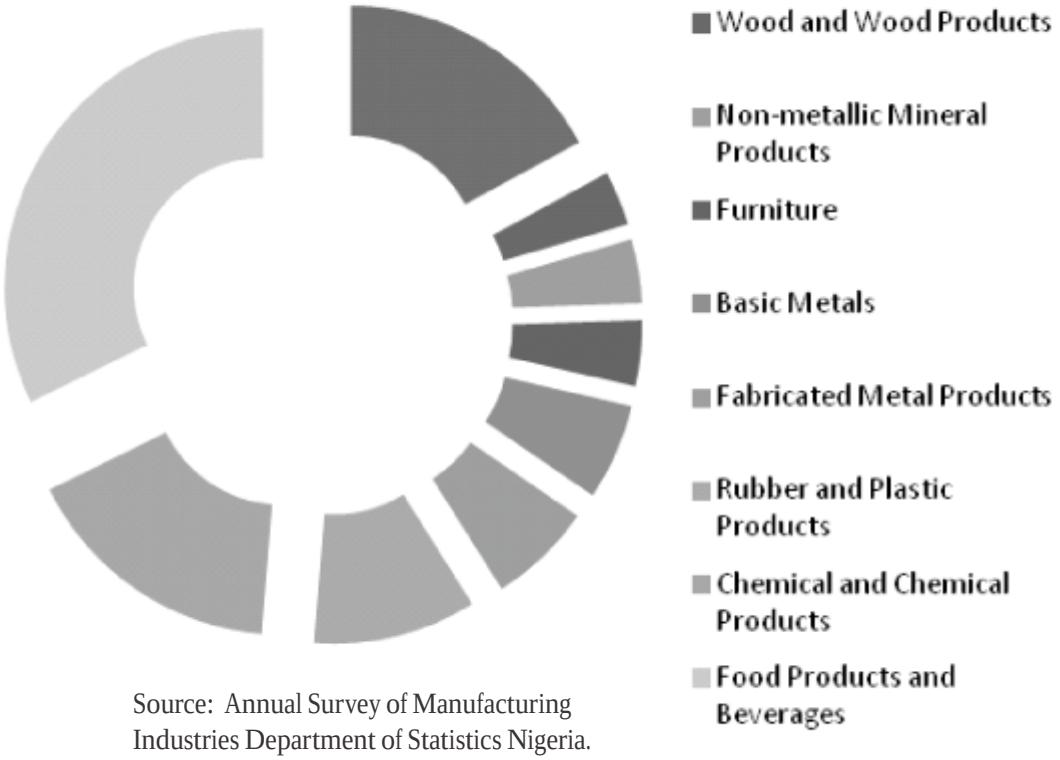
Total Out, Value Added and Employment of Small and Medium Enterprises

	Value level		Percentage share of manufacturing sector (%)		Growth
	2009	2010	2009	2010	2009-2010
Total output	88,266	94,356	29.31	30.74	4.91
Value added	17,798	19,251	25.66	26.33	8.16
Employment	402,496	413,397	31.21	31.62	4.91

Source: Annual survey of manufacturing industries Bureau of Nigeria Statistics, (2006-2007)

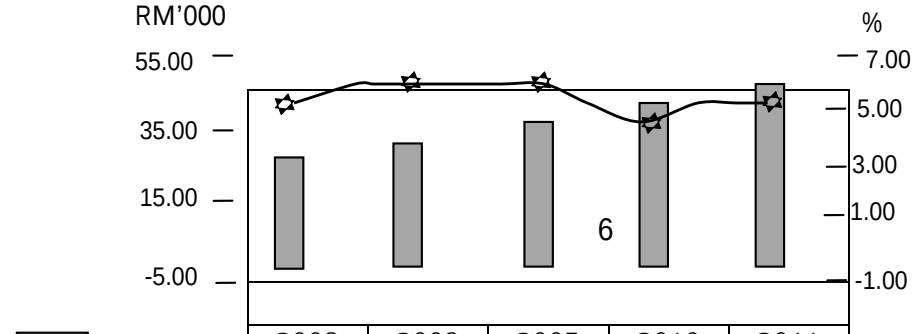
Given its size in terms of output, the food products and beverages sub-section recorded the largest contribution among Small and Medium Enterprises, accounting for 32.2% share of total output. This was followed by chemical and chemical products which recorded a 16.5% shares, rubber and plastic 10.2% of share and furniture, 4.1% share of the total output (Ibeh, 2004). These industries accounted for 0.3% valued at #59.5million of total output by Small and Medium Enterprises in 2007 (Bureau of Nigeria Statistics).

Distribution of SMEs' Output in the Manufacturing Sector



Source: Annual Survey of Manufacturing Industries Department of Statistics Nigeria.

Productivity of SMEs



	2008	2009	2005	2010	2011
Level	37.02	39.42	42.00	44.22	46.57
Growth	5.94	6.48	6.54	5.28	4.31

Year

Source: Annual Survey of Manufacturing Industries, Department of Statistics Nigeria.

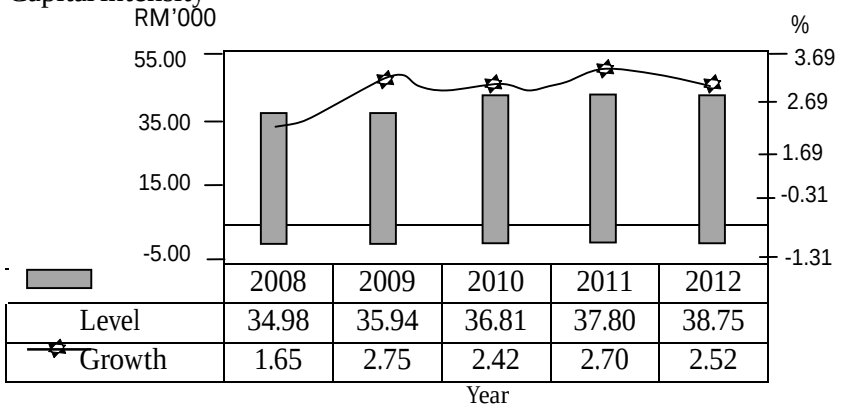
Growth

In 2007, the growth in productivity of Small and Medium Enterprises due to effect of marketing strategies stood at 5.3% with a value of #46.6 million up from #44.2 million the previous year. The productivity added creation and capacity utilization in selected sub-sectors. The high productivity chemical product (11.4%) and petroleum continued investment in modern technology and advanced production processes which led to the delivery of higher value added product and services. Marketing strategies also improves and sustains productivity growth recorded over the past four years (Gupta et al, 1984).

Capital intensity

The most capital intensive activities among Small and Medium Enterprises were recorded in the manufacture of chemicals and chemical products which recorded 113,460 per employee, followed non-metallic mineral products which recorded 775 per employee and petroleum products which recorded 87,850 per employee. The sub-sector that achieved the highest growth of 7.2% in capital intensity was publishing, printing and reproducing recorded media, resulting from the continuous automation technology upgrading process that took place in this sub-sector (Kazeem, 2005).

Capital intensity

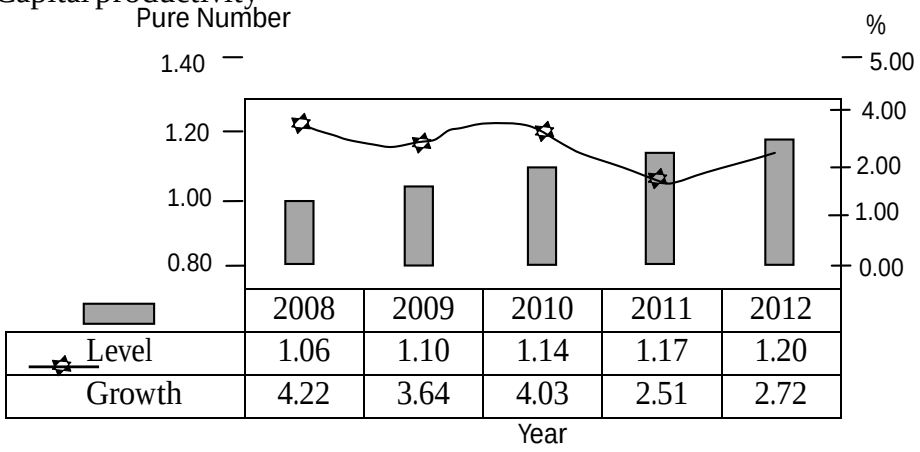


	2008	2009	2010	2011	2012
Level	34.98	35.94	36.81	37.80	38.75
Growth	1.65	2.75	2.42	2.70	2.52

Source: Annual Survey of Manufacturing Industries, Department of Statistics Nigeria.

Capital productivity also registered an upward improving trend. The key drivers of capital productivity growth among Small and Medium Enterprises were found in the sub-sectors, led by Small and Medium Enterprises in the wood and wood products, which achieved capital productivity growth of 8.3% due to efficient utilization of machinery and equipment through better maintenance and preventive methods (Madsen, 1987). This has improved the capacity and capability of Small and Medium Enterprises to deliver products and services that meet global market standard and provide customer satisfaction (Madsen, 1989).

Capital productivity

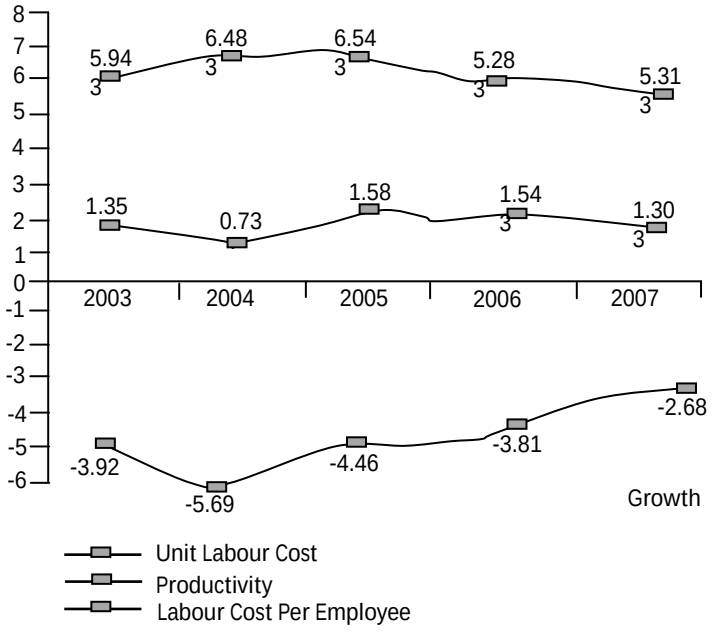


Source: Annual Survey of Manufacturing Industries, Department of Statistics Nigeria.

Labour cost competitiveness

Labour cost competitiveness of Small and Medium Enterprises in the manufacturing sector continued to improve in 2007, with a 2.7% decline in unit labour cost (World Bank, 2000). This is shown by higher productivity growth of 5.3% as compare with labour cost per employee of 1.3%. The higher productivity growth compared to labour cost per employee indicates that the cost of producing one unit of output had improved (Wind, & Robertsin, 1983).

Labour Cost Competitiveness of SMEs (2003-2007)



Source: Annual Survey of Manufacturing Industries, Department of Statistics Nigeria

In line with government strategies to build resilient and global competitive organizations, Small and Medium Enterprises are encouraged to undertake initiatives such as Quality Environment (QE), continuous improvement (Slater, & Narver, 2000), innovative and Creative Circles (ICC) and quality management systems, to enhance their productivity and competitiveness.

Fruits	30.0%
Industries Crops	29.5%
Paddy	29.4%
Vegetables	7.7%
Cash crops	2.6%
Herbs and spices	0.9%
Forest plantation and other crops	0.1%

The industrial crops refers mainly to oil palm, rubber and cocoa

The Agricultural Sector

The agriculture sector contributes significantly in terms of both national revenue and employment delivering 7.7% of the Gross Domestic Product (GDP) and 12.1% of the total employment in 2007. The sector generated expert earning of #826 billion as a result of favourable commodity prices in the international market. In addition, the sector recorded a productivity growth of 2.8% in 2007 (Watson, 2007). Structurally, the agriculture sector comprises of estates or plantation companies and the Small and Medium Enterprises in the farming sector. The plantation companies are primarily involved in the cultivation of export oriented crops such as oil palm and rubber. The Small and Medium Enterprises are mainly involved in the cultivation of both food and non-food crops, livestock breeding, fisheries and aqua culture.

Crops/Fruits	Yield per hectare per annum (tones)
Tomato	59.0
Oil palm	19.0
Fruit	16.5
Bean	14.4
Chilli	12.3
Durian	7.9
Maize	6.5
Mango	5.0
Rubber	1.4
Cocoa	0.9

One hectare is equal to 2.47 acres.

Land productivity

Land productivity measure the amount of agricultural output harvested from each hectare of land (Wang, 2008). Land productivity for selected crops and fruits include tomatoes, oil palm, maize beans, mango, rubber, cocoa etc. land level productivity has improved due to the emphasis towards a wider application of the latest farm technologies and the expanding use of biotechnology (Stevenson and Jarillo, 1990). Productivity also improved due to large scale commercial farming, the production of high quality and value added products, wider application of Information Communication Technology (ICT), and the development of agripreneurial skills through the various incubation programmes on offer.

Conceptual Framework

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Kombo and Tromp, 2009). A conceptual framework is a research tool intended to assist the researcher to develop awareness and understanding of the situation under scrutiny and to communicate it. When clearly articulated, a conceptual framework has potential usefulness as a tool to assist a researcher to make meaning of subsequent findings. A conceptual framework for the present study shows the effect of marketing management strategies and productivity on the performance of Small and Medium Enterprises (SMEs) in Nigeria and has been depicted in figure 2.2 below.

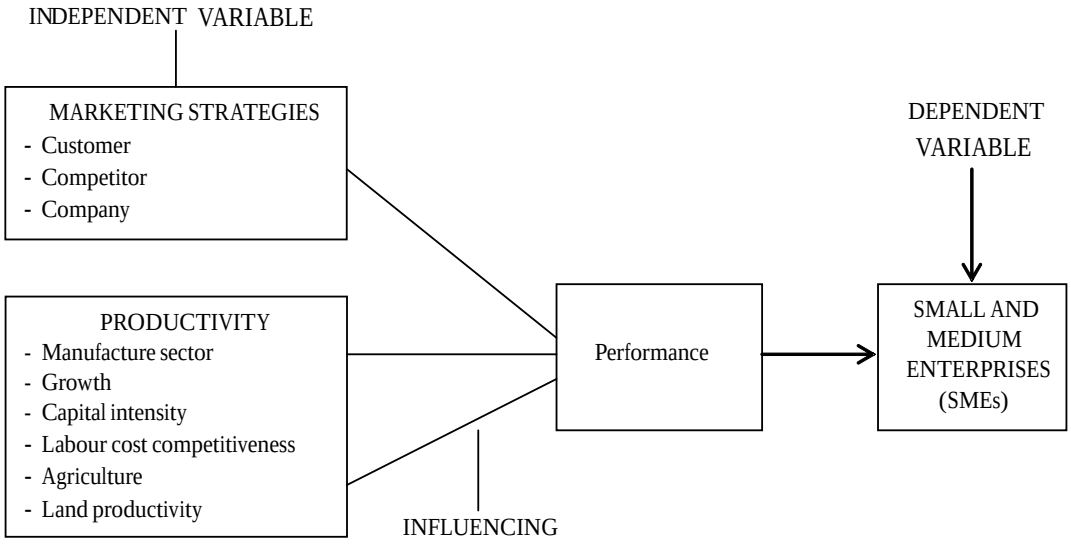


Figure 2.2: Conceptual framework

Methodology

The Study made use of cross-sectional survey design. The survey method used a self administered questionnaire. The questionnaire survey was conducted in major commercial centers in Nigeria. Using multi-stage probability sampling techniques, a sample of 100 small food businesses were selected from a list of registered food industry. Necessary data were collected to ascertain the effect of marketing strategies and productivity on the performance of food industry operations. The average annual growth rate in the food industry has been over 10% since 2000. The contribution of the food industry to the GDP of Nigeria increased from 6.50% in 1999 to 8.60% in 2010 (National Bureau of Nigeria Statistics 2009). Likert scale measurement used to indicate a degree of agreement or disagreement. For the purpose of this study, marketing strategies and productivity are the independent variables while the performance of small food business represented improved sales shall be the dependent variables. A special statistical package (SPSS) was used to obtain the result. A non-parametric statistics (Chi-square) was employed in testing the relationship set, equally, ANOVA was used to test whether there is a linear relationship and the level of Linearity between marketing strategies and productivity improvement in small food businesses performance in Nigeria. The non-parametric statistical test chi-square was used to test the hypothesis.

Table 1: Respondent's particulars

Location	No. of Respondents	Percentage
Kaduna	10	8.26
Kano	5	4.13
Abuja	23	19.01
Jos	4	3.31
Ibadan	3	2.48
Lagos	22	18.18
Calabar	3	2.48
Nasarawa	9	7.44
Benue	5	4.13
Port Harcourt	11	9.09
Kogi	6	4.96
Enugu	20	16.53
Total	121	100%
Position		
General Manager	25	20.66
Department Manager	32	26.45
Project Manager	33	27.27
Senior/Store Manager	31	25.62
	121	100%

SME'sPerformance

SME's performance was the ultimate criterion in the theoretical model. The competitive performance was often measured by the business volume (including sales, profit) (Bartb, 2003; Cheah et al., 2007; Olutunla and Obamuyi, 2008), efficiency (productivity, return on equity, net profit) (Brooksbank et al., 2001; Davies and Walters, 2004), business growth and sustainable growth (Chandler and Hanks, 1994; Fu et al., 2002). In this research, sales growths were used for measuring food SMEs' competitiveness.The performance of the firm was measured through a subject approach. In this approach the performance of the firm is measured by the perception of the owner/managers providing responses to the Business Performance Questionnaire. The owner/managers were asked to state their firm's performance criteria such as sales growth, employment growth, market value growth, profitability and overall performance. This approach was chosen since there is no agreement among researchers on an appropriate measure of performance. Objective approach was not used in this study as collecting objective data is very difficult as the owner/managers are not willing to disclose the firm's information to outsiders.

Results and Discussion

Correlation analysis

The statistical software, SPSS 12.0, is used to conduct data analysis in the study. Correlation analysis is the statistical method that can be used to describe the degree to which one variable is linearly related to another. Correlation analysis in the study is used in conjunction with regression analysis to measure how well the least squares line fits the data. Table 3 presents the descriptive statistics and correlations among all variables used in the analysis. An indicated, the correlation analysis has shown that there was significant and substantial level of correlations among variables of the same construct. For example, a medium to high level of correlations from 0.19 to 0.54 was found among the competitive and relationship marketing strategy areas. This could be explained by the fact that they were at sub-constructs of similar behavioural characteristics reflecting a higher-level construct. Cronbach's coefficient is used to measure the degree of covariation among competitive marketing strategy, relationship, productivity, market performance.

Table 1: Variables and their reliability

Variables	Retained number of items	Reliability (Cronbach's α)
Marketing differentiation	4	0.80
Innovation	5	0.78
Focus	4	0.72
Sales and profit growth	4	0.82
Strategic alliance	4	0.65
Environment dynamism	5	0.77
Competitive pressure	4	0.70

Table 2: Competitive marketing strategy and productivity on SMEs performance

Independent variable	Dependent variable		
	Model a (Sales growth)	Model b (Profit growth)	Model c (Overall performance)
Marketing differentiation	0.19**	0.26**	0.25**
Innovation	0.30**	0.13*	0.22**
Focus	0.08*	0.06	0.08
Penetration	0.29**	0.17**	0.23**
Strategic alliance	0.11*	0.07	0.10
Environment dynamism	0.09	0.12*	0.11
Competitive pressure	-0.10*	-0.15*	-0.14*
R^2	0.38	0.21	0.32
Adjusted R^2	0.35	0.17	0.28
F value	10.04	4.37	7.63

* P<0.05, ** P<0.01

The results state that marketing differentiation has positive relationship with overall performance with a coefficient of 0.01 levels, indicating that H_1 is supported. Innovation strategy is positively related with overall performance (=0.22, $p<0.01$). H_2 is also supported. Focus strategy is not positively related to food SMEs' performance with performance with $p>0.05$, H_3 is not supported. As for relationship marketing variables, sales and profit is positively related to food SMEs performance with coefficients of 0.23. Thus H_4 is supported. However, strategic alliance is not significantly related to food SMEs' performance with $p>0.05$, H_5 is rejected.

Table 1 reveals that majority of the respondents agreed that effect of marketing strategies, productivity; market share has positive influence on small food business performance. At least, 50% have witnessed many cases where food industry prefers marketing strategies and productivity to others. The implication is that Nigeria entrepreneurs have high taste for marketing strategies and productivity to management. From table 3 above there was an indication that out of 66.6% respondents who are aware of entrepreneurship, 44% perceived marketing strategies as effective manageria approach. However, 1.1% could not see the effectiveness marketing strategies and productivity. It was observed that large proportion of the respondent entrepreneurs believed that high marketing strategies and productivity will promote SMEs performance in Nigeria. The regression table R = 484 indicated that there exist a positive relationship between high marketing strategies and improvement in the small business performance in Nigeria. Also R2 of 157 implied that 15.8% improvement in services delivery of the selected small food businesses was accounted for by high marketing strategies and productivity of the entrepreneurs.

Table 4: Chi-square tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-square	3.313	2	021
Likelihood Ratio	3.313	2	026
Linear-by-linear association	1.068	1	085
No of valid cases	88		

Source: Field survey 2013

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	282	125	116	1.1121

Source: Field survey, 2013

ANOVA

Model	Sum of Square	Df	Mean	Square F	Sig
1 Regression	11.343	1	11.343	16.502	000
Residual	153.120	96	2.042		
Total	154.463	97			

Source: Field survey, 2013

Conclusion

Researchers call for the study to examine the critical factors influencing small business's competitive advantage in agriculture (Siu and Liu, 2005; Chew et al., 2008). This study, based on a comprehensive literature review in the marketing management areas and field interviews of managers in the food SMEs in Nigeria proposed that food SMEs' performance relationship marketing strategy and business environment. Though not exhaustive, empirical results of the study show that these dimensions do exist in food SMEs. The classification of marketing strategy further establishes the base for investigating the impact of the interactions between these two dimensions on food SMEs' performance.

Implication of the Research

The findings of this study also have implications for marketing management practice. Although Nigeria's economy is undergoing a transition from planning economy to market one, food SMEs should direct their efforts at creating differential advantage, implementing innovation and building good relationship with banks, clients and government. Increasingly, food SMEs that have marketing resources and skills and effectively implement marketing resources and skills and effectively implement marketing strategies are more likely to achieve success in the food market. The lesson for marketing managers in food SMEs is that the effective use of marketing strategies could help them gain competitive advantage and achieve superior performance.

Limitations and Future Research

The study has several limitations, which merit some consideration when evaluating the empirical findings. The research has limitation in data collection. Although no significant non-response rate had resulted in the smaller than expected sample size, which was less desirable for the statistical precision and confidence of the study. A somewhat larger sample would obviously permit firmer conclusions to be drawn from the results of the statistical analysis. The research has limitations as an operationalization of variables. With the transition of Nigeria's economy from the highly centralized planning mode to a market orientation, process variables and organization structure variables also influence the operation of food SMEs. Future research should address this issue in order to better interpret the relationship between organizational behaviour and food SMEs' performance.

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