

EFFECT OF MARKETING MIX STRATEGY ON SALES PERFORMANCE OF BREWING FIRMS: A STUDY OF NIGERIA BREWERIES, ENUGU, NIGERIA

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ABSTRACT

This study focused on effect of marketing mix strategy on sales performance of brewing firms using Nigeria breweries, Enugu, Enugu State as the study case. The research design for this study was descriptive survey design and questionnaire served as the instrument for data collection. The population of this study was 135 which consisted the management staff and major distributors of Nigerian Breweries Enugu, Enugu State, from where the sample size of 101 was derived. Out of 101 copies of the questionnaire distributed, only 94 copies were received and used. The data collected were presented in tables and analysed using simple percentage and the hypotheses were tested by chi-square statistical tool. The study discovered that high product quality enhances sales performance of brewing firms, penetration pricing strategy enhances sales performance of brewing firms, nearness of distribution place to target market enhances sales performance of brewing firms and intensive promotion enhances sales performance of brewing firms. Based on these findings, it was recommended that brewing firms should periodically improve the quality of their products so as to achieve high level of patronage; they should also engage in intensive promotional activities and price penetration tactics such as free samples, price discounts and bonus packs etc to increase customer's intention to purchase their products; retail stores should make their products regularly available and accessible to the consumers; and brewing firms should always engage in research to enable them identify the gap that exists between consumers' needs and their product.

Key Words: *Performance, Marketing mix, Product, Price, Place, Promotion, Sales performance.*

Introduction

The duty of marketers is to create marketing activity and gather all marketing programs which are integrated to create communication and convey value to customers. It's a fact that marketing mix is the set of tactical marketing tools - product, price, place, and promotion - that the firm blends to produce the response it wants in the target market (Ike, 2019). According to Green, Whitten and Inman (2014), it is vital to point out that marketing mix are very important in the long run performance of an organization. Organizations are therefore required to set aside a significant portion of their budgets on marketing to ensure that the company experiences an exponential growth in the sales. Marketing mix consists of 4Ps which helps a manager come up with strategies thus define the direction in which their marketing strategy will use in order to achieve and create a competitive advantage (American Marketing Association, 2008). It is used to blend different factors in such a way that the organization is able to achieve their objectives and meet customers need (Gronroos, 2010).

According to Kotler (2015), marketing mix; product, price, place and promotion are strategies that organizations use to react to market and internal forces that will enable an organization achieve their objective. Ghouri, Khan, Malik and Razzaq (2011) asserts that organizations that have implemented effective marketing mix are able to increase their sales performance, market share and achieve a competitive advantage. According to Owomoyela, Oyeniy and Ola (2013), marketing mix is a strategy that organizations use to provide their target customer with quality products, at affordable price, offer effective promotional strategy and interact with their distribution outlets hence creating demand for their products and increasing performance. Marketing mix is a business tool that is used by organizations to achieve a competitive advantage.

Statement of the Problem

It is important to note that most companies have failed to record an increase in their sales revenue due to poor marketing mix strategies. Organization's decision making process on selection and implementation of appropriate marketing mix has not been very effective as it ought to be. Companies are not evaluating their retail services with an aim of coming up with more focused strategies that help them meet their unit and companywide objectives. They

neglect working towards developing coherent strategies on how to differentiate and add value to the customers.

Bintu (2017) researched on effects of marketing mix strategy on performance of small scale businesses in Maiduguri Metropolitan, Borno State Nigeria. Findings revealed that marketing mix affects sales promotion. A lot of studies have been done in other industries to find out the effects of marketing mix on sales performance but none have been done on brewing companies. Therefore the study seeks to address this knowledge gap by focusing on effects of marketing mix on sales performance using Nigerian breweries, Enugu, Nigeria as the focal point.

Objective of the Study

The objective of this study is to test the following listed propositions.

H₀₁: High product quality strategy does not enhance sales performance of brewing firms.

H₀₂: Penetration pricing strategy does not enhance sales performance of brewing firms.

H₀₃: Nearness of distribution place to target market does not enhance sales performance of brewing firms.

H₀₄: Intensive promotion strategy does not enhance sales performance of brewing firms.

Conceptual Review

Marketing Mix

Unlike many other terms in marketing, marketing mix has some specified variables that made it up. According to Kotler and Armstrong (2012), marketing mix is the set of tactical marketing tools - product, price, place, and promotion - that the firm blends to produce the response it wants in the target market. Marketing tools or the marketing mix or often referred to as the four P's (The Four Ps of the Marketing Mix). Here, marketing is undertaken through the five key elements known of the marketing mix. According to Palmer (2011), organizations use marketing mix as part of their marketing strategy. Not only that, Gronroos (2010) upgraded the early version of marketing mix from the 4Ps to 7Ps. This included people, physical appearance and process. Marketing mix is a mix of strategies or variables that managers are able to control.

Marketing mix consists of 4Ps which helps a manager come up with strategies thus define the direction in which their marketing strategy will use in order to achieve and create a competitive advantage (American Marketing Association, 2008). According to Palmer (2010), marketing mix is a conceptual framework that marketing managers use to come up with strategies that can use to target their market and meet consumer's needs. Marketing mix can also be used to develop long term and short term goals. According to Kiprotich (2012), marketing mix is a set of marketing tools that organizations blend to get the response it wants from its target market. Marketing mix is grouped into four variables known as the 4Ps. Product, price, place, and promotion.

Sales Performance

Abdel-Maksoud, Asada and Nakagawa (2008) remarked that sales performance is one of the most imperative measure in evaluating marketing organizations, their activities and environments. Bescos and Cauvin (2014) viewed it as an actual output or results of an organization as it concerns the extent of patronage, the extent of customer acquisition, the extent of customer loyalty, and the extent of customer satisfaction. Here, when there is improved sales performance for marketing business, the above variables will be positive.

Richard (2009) posit that sales performance could be measured through different ways: (a) financial performance and investment; (b) shareholder expectation and economic value; and (c) production capability. Sales performance, according to Salau, Adeniji and Oyewunmi (2014) is the relative strength and ability of marketing organization to achieve corporate goals through improved sales forum and patronage. Sales performance also indicates the effectiveness of an organization.

Relationship between Product Quality and Sales Performance

Kotler and Armstrong (2013) noted that product is anything that can be offered to a market for attention, acquisition, use, or consumption hence satisfying customers want or need. Ferrell (2015) assert that product is a marketing mix strategy in which organizations offers consumers symbolic and experiential attributes to differentiate products from competitors.

Gbolagade, Adesol and Oyewale (2013) established that there was a significant influence between product and business performance. They revealed that product has an influence on customer loyalty hence increase in performance.

According to Hitt and Hoskisson (2017), customers increasingly expect products to be of high quality. Hence, product quality is often considered to contribute to the development of a firm's competitive advantage. Product quality is extent to which a product succeeds to meet the needs of its customer (Lemmink and Kasper, 2014). Perceived quality is "the consumer's judgment about the superiority or excellence of a product" (Zeithaml, 2008, p.4). A product package is a container that has a direct contact with the product, protects, preserves and identifies the product. Good package design requires knowledge of materials, their properties, manufacturing methods and conversion process (Sehrawet and Kundu, 2017). Package design not only increases the visibility of the product it also helps in easy recognition of the product. It also improvements in product packaging revitalize brands leading to increase in sales.

Relationship between Price and Sales Performance

According to Kotler (2007), price is a cost of producing, delivering and promoting the product charged. According to Jain (2014), pricing is the process where an organization determines what it will receive in exchange for its product after factoring in manufacturing costs, market place, competition, market condition and quality of product. According to Kotler (2014), companies use pricing strategies such as; premium pricing, value pricing, penetration pricing, cost plus pricing, competitive pricing, price skimming, going rate pricing, geographical pricing, segmented pricing, product mix pricing, psychological pricing and discriminatory pricing. Odhiambo (2013) researched on effect of pricing as a competitive strategy on sales performance of selected pharmaceutical companies. It was established that pricing strategy and decision has a significant effect on sales performance. Louter, Ouwerkerk, and Bakker (2011) in his research it was revealed that there was a positive relationship between pricing strategy and firm performance.

Piercy, Cravens and Lane (2010), findings indicated that value based pricing is the most profitable pricing strategy. Nagle and Holden (2012) state that value pricing is the price of a customer's next best alternative plus the value of differentiating features. Value based pricing is product driven and price is based on perceived product value (Schäder, 2016). It was established that there was a positive relationship between value-based pricing and firm

performance. Andreas (2008) conducted a research on customer value-based pricing strategies and why companies resist it by adopting a two-stage empirical approach.

According to Harmon and Raffo (2017), organizations can use penetration pricing as a competitive pricing strategy to increase sales and reach a wider market share.. It was established that penetration pricing has a negative impact on organizational growth. Use of penetration pricing may lead to increase in sales volume and market share. In addition, Penetration pricing strategy is also used by organizations to promote complementary products. Bingqun, Kejia and Tingju (2016) conducted a research on analyzing the impact of price promotion strategies on manufacturer sales performance. Findings revealed that price promotion strategies affect sales performance.

Relationship between Place and Sales Performance

Place is all about channels of distribution. Distribution channel can also include physical movement, warehousing, ownership of the product, presale transaction, post-sale activities; order processing, credit and collections; and other different types of support activities (Gorchels et al 2014). Distribution is the process of making a product or service available for use or consumption by a consumer or business user, using direct means, or using indirect means with intermediaries.

Nashwan (2015) conducted a research on how does places influence firm performance. Findings revealed that distribution, promotion, pricing, and product standardization and adaptation have an impact on sales, customer and financial performance of firms. Afzal (2009) conducted a research on marketing places, distribution strategy and business performance in emerging markets of Pakistan. Findings revealed that distribution strategy has an effect on business performance.

Nguyen, McCracken, Casavant, and Jessup (2011) conducted a research on geographic location, ownership and profitability of Washington log trucking companies. The research used data from an extensive 2007 log trucking survey. Findings revealed that ownership and geographic location has a significant influence on profitability of the log trucking firm. In addition, firms anchored in clusters to form focal points can achieve, on average, higher productivity than isolated business organizations and consequently they can be more profitable (Nguyen et al, 2011).

According to Kotler and Armstrong (2014), retailers should be location near their target customers thus ensuring accessibility. Retail stores located far away from their customers have a negative effect on their purchase intention. It reduces frequency of customers visiting a store. Mown and Minor (2014) noted that store design has a positive effect on consumer purchase decision hence increase in sales.

Relationship between Promotion and Sales Performance

Promotion strategy is the use of advertising, sales promotion, personal selling, public relations, and direct marketing to promote organizational products. According to Brrassington and Pettitt (2010), promotion is a direct way in which companies communicate their products or services to their target customers. Kotler and Armstrong (2008) assert that promotion is all activities undertaken to communicate and promote products or services to the target market. According to Kotler (2009), promotional mix includes advertising, sales promotions, personal selling and publicity. Kamba (2010) in his research on effectiveness of promotion mix methods on sales in local pharmaceutical manufacturing companies in Kenya.

It was revealed that marketing managers should determine what combination of promotion mix will make effective promotion programs hence increase in sales. Aliata, Odondo, Aila, Ojera, Abong, and Odera (2012) revealed that there was a positive relationship between promotional strategies and performance. Sales promotion is a strategy that is used by companies to promote sales, usage or trial of a product or service. Organizations use sales promotion along with advertising, public relations, and personal selling. Sales promotion is also used by organizations to achieve a competitive advantage and influence their target customers to purchase their products.

According to Abiodium (2011), advertising is a non-personal paid form of “communication about an organization or its product to a target audience through amass broadcast medium by an identified sponsor”. Adewale (2014) state that advertising is a non-personal communication strategy that is directed at target audience through various media in order to present and promotes products, services and ideas. According to Engel (2010), advertising is a strategy used by organizations to inform, remind and persuade customers to purchase a product. It is also used to present product, ideas and reach targeted customers.

Theoretical Framework

The 4p Theory of Marketing Mix

In this study, the researcher adopts the 4p theory of marketing mix to analyze the study. Saguti (2015) asserts that marketing mix is a model used by organizations to create and improve their marketing efforts. It is used to blend different factors in such a way that the organization is able to achieve their objectives and meet customers need.

Here, if marketing mix is well utilized, product quality will have a positive impact on sales performance. Also, use of pricing strategy may increase sales volume, price promotion may influence customer's perception towards product quality. Not only that, distribution channels located in urban areas may generate more returns than those in rural areas. Also, store design and use of attractive stimuli such as music may have influence on consumer purchase and sales volume. It's also on record that e-marketing may likely have a positive influence on performance and direct marketing increases profit. In addition, group uses sales promotion is used to create interest, brand awareness and increase brand loyal.

Empirical Review

Some related studies have been done on this subject matter. Gituma (2017) determined the effects of marketing mix on sales performance using Unga feeds Ltd, Nairobi, as the focal point. Descriptive research was used in the study. Target population was 127 middle level staff at Unga Group Limited. Stratified random sampling was used to select a sample size of 96. Structured questionnaires were used to collect data. Descriptive and inferential statistics was used to analyze data. Tables and figures were used to present data. Statistical Package for Social Sciences (SPSS) software was used to analyze the data. It was established that majority of respondents agreed that distribution channels located in urban areas generate more returns than those in rural areas, use of distribution channels influences product availability, store design has a positive effect on consumer purchase and sales volume, use of distribution channels influences sales and profit. Findings also revealed that respondents disagreed that physical surrounding does not have any effect on sales. The study recommended that the Unga Group should improve on their packaging design hence increase product visibility and recognition. Improve on their branding strategy.

Ike (2019) focused on effectiveness of marketing mix on organizational performance using coca cola and 7up Bottling Companies Lagos as the focal point. In line with the above, the

researcher formulated three research objectives and three research questions. Survey research design was adopted and questionnaire served as the instrument of data collection. The population of this is 178 which is made up of the entire management staff of both companies and their distributors. Out of 178 copies of the questionnaire distributed, only 168 were returned and used. The data collected were presented in tables and analyzed by mean frequency. The study discovered that product quality, price, and promotional strategies are the most effective marketing mix. It also revealed that new product development has positive impact on organizational sales volume and profitability. Based on the above findings, it is recommended that firms pay great attention to all marketing mix to enhance their effectiveness and performance.

Ihemereze (2019) focused on the effect of sales promotion on supermarket performance. Geographically, the study was delimited to Destiny Supermarket Owerri, Imo State. The researcher employed descriptive survey design and questionnaire served as the instrument of data collection. The data collected were presented in tables and analyzed using simple percentage and chi-square was used to test the hypotheses. The study revealed that sales promotion enhances the profitability of supermarkets; sales promotion enhances sales volume/patronage of supermarkets; and sales promotion leads to market expansion of supermarket products. Based on the findings, it was recommended that supermarkets should at all time plan, organize, direct and control their sales promotion programme in place as such would help them to achieve their sales goals. Also supermarkets should train and retrained their sales personnel on they should embark on their sales activities.

Research Gap

Many studies have been executed on the effect of marketing mix on organizational sales performance but none of them was targeted or directed to brewing firms. Besides, all the variables in the objectives were not covered by past researchers. For instance, Gituma (2017) used place and promotion while Ike (2019) used product price and promotion. All these implied that the 4ps of marketing were not covered by past studies. Based on these lapses, there is need for this study as research gap exists.

Methodology

Research Design: The research design adopted for this study was descriptive survey design.

Population of the Study: The population of this study was 135 which consisted the management staff and major distributors of Nigerian breweries Enugu, Enugu State.

Sample Size: Since the population was finite, the researcher adopted Taro Yamani formular for sample size determination. The formula reads as follows:

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

Where n = Sample size

N = Population Figure

e = Error Margin (0.05)

1 = Constant figure

Substituting the population variables of this study into the formula above, the sample size can be neatly computed as follows:

$$n = \frac{135}{1 + 135(0.05)^2}$$

$$n = \frac{135}{1 + 135 \times 0.0025}$$

$$n = \frac{135}{1 + 0.3375}$$

$$n = \frac{135}{1.3375}$$

$$n = 100.93$$

$$n = 101.$$

Sampling Technique: This study adopted simple random technique where all the respondents have equal right of being selected in the sample.

Questionnaire Administration: The questionnaire was used as the research instrument. It was designed two format of agreed and disagreed.

Validity and Reliability of Research Instrument: The researcher used content validity method to ensure that the research instrument was valid. He also used test re-test reliability method to ensure that the instrument was reliable.

Statistical Techniques

The statistical tools adopted for this study were simple percentage and chi-square. The data were analysed by simple percentage whereas the stated hypotheses were tested by chi-square.

Data Presentation and Analysis

Out of the one hundred and one copies of the questionnaire distributed, only 94 copies were properly filled and returned. Therefore the sample size subsequently stood at 94.

Ho1: High product quality strategy does not enhance sales performance of brewing firms.

Table 1: Observed Frequency for hypothesis one

Options	Number of Responses	Percentage
Agreed	25	26.60
Disagreed	69	73.40
Total	94	100%

The tabulated data in table 1 revealed that 26.60% of the respondents agreed the above stated proposition, whereas 73.40% of them had contrary view. Since the percentage of those who disagreed was greater signified that high product quality strategy enhances sales performance of brewing firms.

$$\begin{aligned}
 \text{Expected frequency} &= \frac{\text{All observed frequency}}{\text{Number of observations}} \\
 &= \frac{94}{2} = 47
 \end{aligned}$$

Table 2: Chi-square distribution table for hypothesis one

Fo	Fe	Fo-Fe	(Fo-Fe) ²	(Fo-Fe) ² /Fe
25	47	-22	484	10.30

ResearchArticle				Open Access
69	47	22	484	10.30
Total = 94				20.60

X^2 calculated value = 20.60

X^2 tabulated value at 0.05 level of significance with one degree of freedom = 3.841.

Decision

Since the calculated value of Chi-square, 20.60 was more than the tabulated value, 3.841, the alternate hypothesis was accepted and the null hypothesis rejected. Hence, the conclusion was that high product quality strategy enhances sales performance of brewing firms.

Restatement of Hypothesis Two

Ho2: Penetration pricing strategy does not enhance sales performance of brewing firms.

Table 3: Observed Frequency for hypothesis two

Options	Responses	Percentage
Agreed	14	14.89
Disagreed	80	85.11
Total	94	100%

The analysis of data in table 2 revealed that 14.89% of the respondents agreed the above proposition, whereas 85.11% of them disagreed. Since the percentage of those that disagreed was greater signified that penetration pricing strategy enhances sales performance of brewing firms.

$$\begin{aligned} \text{Expected frequency} &= \frac{\text{All observed frequency}}{\text{Number of observations}} \\ &= \frac{94}{2} = 47 \end{aligned}$$

Table 4: Chi-square distribution table for hypothesis two

Fo	Fe	Fo-Fe	(Fo-Fe) ²	(Fo-Fe) ² /Fe
14	47	-33	1089	23.17
80	47	33	1089	23.17
Total = 94				46.34

X^2 calculated value = 46.34

X^2 calculated value at 0.05 level of significance with one degree of freedom = 3.841.

Decision

Since the calculated value of Chi-square, 46.34 was great than the tabulated value, 3.841, the alternate hypothesis was accepted, and the null hypothesis rejected. Hence, the conclusion was that penetration pricing strategy enhances sales performance of brewing firms.

Ho3: Nearness of distribution place to the target market does not enhance sales performance of brewing firms

Table 5: Observed Frequency for hypothesis three

Options	Number of Responses	Percentage
Agreed	25	26.60
Disagreed	69	73.40
Total	94	100%

The tabulated data in table 3 revealed that 26.60% of the respondents agreed that nearness of distribution place to the target market does not enhance sales performance of brewing firms whereas 73.40% of them had contrary view. Since the percentage of those that disagreed was greater signified that nearness of distribution place to the target market enhances sales performance of brewing firms.

$$\begin{aligned} \text{Expected frequency} &= \frac{\text{All observed frequency}}{\text{Number of observations}} \\ &= \frac{94}{2} = 47 \end{aligned}$$

Table 6: Chi-square distribution table for hypothesis three

Fo	Fe	Fo-Fe	(Fo-Fe) ²	(Fo-Fe) ² /Fe
25	47	-22	484	10.30
69	47	22	484	10.30
Total = 94				20.60

X^2 calculated value = 20.60

X^2 tabulated value at 0.05 level of significance with one degree of freedom = 3.841.

Decision

Since the calculated value of Chi-square, 20.60 was more than the tabulated value, 3.841, the alternate hypothesis was accepted and the null hypothesis rejected. Hence, the conclusion was that nearness of distribution place to the target market enhances sales performance of brewing firms.

Ho4: Intensive promotions strategy does not enhance sales performance of brewing firms.

Table 7: Observed Frequency for hypothesis four

Options	Number of Responses	Percentage
Agreed	25	26.60
Disagreed	69	73.40
Total	94	100%

The tabulated data in table 7 revealed that 26.60% of the respondents agreed the above stated proposition, whereas 73.40% of them had contrary view. Since the percentage of those who disagreed was greater signified that intensive promotions strategy enhances sales performance of brewing firms.

$$\begin{aligned} \text{Expected frequency} &= \frac{\text{All observed frequency}}{\text{Number of observations}} \\ &= \frac{94}{2} = 47 \end{aligned}$$

Table 8: Chi-square distribution table for hypothesis four

Fo	Fe	Fo-Fe	(Fo-Fe) ²	(Fo-Fe) ² /Fe
25	47	-22	484	10.30
69	47	22	484	10.30
Total = 94				20.60

X^2 calculated value = 20.60

X^2 tabulated value at 0.05 level of significance with one degree of freedom = 3.841.

Decision

Since the calculated value of Chi-square, 20.60 was more than the tabulated value, 3.841, the alternate hypothesis was accepted and the null hypothesis rejected. Hence, the conclusion was that intensive promotions strategy enhances sales performance of brewing firms.

Summary of Findings

This study revealed that:

1. High product quality strategy enhances sales performance of brewing firms.
2. Penetration pricing strategy enhances sales performance of brewing firms.
3. Nearness of distribution place to the target market enhances sales performance of brewing firms.
4. Intensive promotions strategy enhances sales performance of brewing firms.

Conclusion

This study focused on effects of marketing mix strategy on sales performance of brewing firms using Nigerian breweries, Enugu, Enugu State as the study case. The study concluded that the achievement of sales performance and improvement depends on the extent to which marketing mix of product, price, place and promotion are implemented and utilized.

Recommendations

Based on the findings of this study, the following recommendations are made:

1. Brewing firms should periodically improve the quality of their products so as to achieve high level of patronage.
2. They should engage in intensive promotional activities and price penetration tactics such as free samples, price discounts and bonus packs etc to increase customer's intention to purchase their products.
3. Retail stores should make their products regularly available and accessible to the consumers.
4. Brewing firms should always engage in research to enable them identify the gap that exists between consumers' needs and their products.



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