

To Determine the Relationship Between SMEs Growth and their Marketing Activities/Practices: A Case Study of Furniture Industry in Kabwe-Zambia

Article by Ernest Mubita
Senior Lecturer at Kabwe Institute of Technology, Kabwe, Zambia
Email id: ernestmubita@gmail.com

Abstract

The way the SMEs have been doing their business has some connections with the capacity to embrace marketing activities that have made some of them to become big companies. The importance of SMEs and their contributions to the national development cannot be ignored and these are in form of job creation, paying taxes and poverty reduction. SMEs enable an entrepreneurial culture to be cultivated in a society. The major problem that this study examined was the relationship between SMEs growth and marketing practices/activities of these SMEs in the furniture industry in Zambia.

SMEs have the advantage of being able to use unutilized resources by involving different groups of people such as youth and women and act as an engine to achieve the economic vision of Zambia of being a semi-industrial country by the year 2025.

The SMEs that are in the furniture industry are the manufacturers and traders of furniture products in Kabwe, Zambia. The general research problem that the research investigated was to find out the types of marketing activities/practices that the SMEs were using and their effect on the growth of their enterprises.

The methodologies applied in this research include a combination of descriptive study (cross-sectional survey) and explanatory embedded literature search and case study. The research findings serve as tools to take actions to stimulate marketing practices of SMEs in Zambia.

Some recommendations about the contributions and importance of marketing activities/practices to the SMEs have been made to various sectors of the economy that have some significance influence on the growth of SMEs in Zambia.

Keywords: *Small and Medium Enterprise, Marketing Activities, Growth, Entrepreneurship, Performance.*

Introduction and background information

Introduction

Marketing, in combination with other variables like limited access to capital, lack of an enabling environment, low level of technology, and improper managerial attitude and skills have in many occasions itemized as some of the challenges that have affected the performance of Small and Medium Sized Enterprises (SMEs), that is according to Hultman, et al (2001). These challenges have been mentioned before by the government and other stakeholders as hindrance to the SMEs contribution to the national economy in the country. However, during the last two decades, several measures have been taken and one of them is the creation of conducive environment in which these SMEs supposed to conduct their businesses. It has also been noted that it was not only financial resources that were lacking amongst these SMEs but there were many other factors such as skilled human resources that is the employees and the owners of the enterprises. According to Ngobo (1995) there have been some considerable efforts in many African countries to encourage the SMEs to continue to doing business so that they create more jobs and reduce unemployment levels, provide income and contribute to the national development. According to Chijoriga and Cassiman (1997) some of the reasons for preferred to support the SMEs included easy of formation, low capital requirements, flexibility and mobility. Despite the important role that SMEs play in the national development, they appear not to be performing well and register some growth in their businesses in the country. According to Balunywa (1997) studies undertaken in most developing countries also have mentioned the non-availability of finance and modality of getting the finance as some of the challenges plus poor managerial skills and disabling environment. In addition, other challenges have been pointed out such as lack of proper of

finance management, not able to find suitable locations for their enterprises, inadequate control strategies of inventory, low level of technology, and inability to make the entrepreneurial transition (Kibera & Kibera, 1997). Moreover, one of the more serious problems leading to SMEs being unsuccessful is the question of marketing and lack of market information (Matambalya, 2001). According to Brodie et al, (1997) marketing activities in most SMEs has been an issue that has been debated by many stakeholders. The general research problem therefore to be investigated can be stated as: What marketing practices/activities do SMEs use and what is their effect on the growth and performance of these enterprises?

Also, there has been a focus on improving innovation and technical skills (Mahemba, 2003). According to Mtazindwa (1997) most of the factors have been mentioned by many stakeholders but very few have taken interest to understand how the SMEs carry out marketing of the products and services that they provide to customers. According to Siu and Kirby (1998) the basic marketing principles are supposed to be applicable to both small and large enterprises.

Some scholars argue that current theories on how SMEs carry out marketing activities cannot be relied upon because they do not provide a lot of information on this particular topic especially on growing their enterprises. According to Bagachwa (1997) conditions under which SMEs are operating in cannot be compared to the ones that big companies are operating in and from which most of the theories on this topic are generated. According to Carson (1990:11), the theories that explain how the SMEs carry out marketing has not been seriously tested to obtain accurate results. There is need therefore to have more knowledge on the importance of marketing processes in the SMEs growth. This particular study has been carried out to find out the linkage between the growth of SMEs and their marketing processes in the furniture industry in Zambia.

This research was carried out at selected SMEs that are based in kabwe town, central province of Zambia that are in the furniture industry. Resolving of this particular problem may enable many SMEs to increase their marketing related activities and enhance their growth particularly in the furniture industry in the country. This research therefore focused on finding out the marketing practices/activities that SMEs in the furniture industry were using to inform and attract customers to buy their products.

Statement of the problem

SMEs are the most rapidly growing sector of the economy in Zambia. The SMEs have been increasing in Zambia since 1991 after some economic changes and policies were made to liberalize the economy. According to Bagachwa (1994) the non performing public sector encouraged individuals to set up small enterprises that have since been trying to promote growth and development, offer employment and also allow many people to earn income.

SMEs have no financial capacity to carry out marketing practices that are being done by large firms. These enterprises are in most cases run and managed by owner/manager who do almost everything for the enterprise and also the management of the enterprise and the marketing decisions are not the same as the ones that done by big enterprises. The problem which the study addressed was finding out the marketing practices/activities that the SMEs in the furniture industry in Kabwe town were using and also if they stimulated growth.

Research objectives

In order to find out the marketing practices/activities that the SMEs in the furniture industry were using, the study will seek to achieve the following objectives:

- i. To find out marketing practices/activities that the SMEs were using.
- ii. To explore the relationship between SMEs growth and the use of marketing practices.
- iii. To analyze the impact of the marketing practices of the SMEs in the furniture industry on their business growth.

Research questions

The achievement of the stated objectives was done by providing solutions to the research problem and that was made possible by addressing the research questions stated below:

- i. What marketing practices/activities do SMEs in the furniture industry use in Kabwe, Zambia?

- ii. Is there any relationship between SMEs growth and the marketing practices that they were using in the furniture industry?
- iii. What is the impact of the marketing practices of these SMEs on the growth of their businesses?

Significance of the study

The study investigated the marketing practices/activities that the SMEs in the furniture industry are using and also evaluated whether these practices are working to the SMEs advantages. The study is also significant in that it also examined whether these practices have any bearing on the performance and growth of the sector. The contributions of this research to the furniture industry will benefit the SMEs very much in rethinking the way they have been marketing their products.

It is also hoped that the findings will provide insights to the government and other stakeholders about the environment in which SMEs were conducting their businesses and why they have been using such marketing practices/activities for many years.

Limitation of the study

The major constraints that was encountered during the research was inadequate time for data collection because most of the SMEs were based in different locations and also were not very willing to provide data that the researcher had requested from them. In some cases, the Directors/Owners were not found at their enterprises and were only seen after several visits. The transport costs involved in this research study were relatively high because of the distances that were covered in order to reach these SMEs.

Literature review

This review presents empirical evidence that has been collected and analyzed from previous studies and also theory that has impact on this particular study. The literature has assisted the researcher to comprehend the problem and anticipate solutions to the SMEs marketing practices.

The SMEs in Zambia conduct their businesses as strategies to enable many people have an income for survival in both urban and rural parts of the country. According to MCTI (2009) SMEs have a lot of difficulties that prevent them from developing their enterprises and furthermore contributing towards the decrease of poverty levels plus sustainable national improvement.

It is commonly acknowledged that the essential standards of marketing can be used in all types of enterprises, that is, either large or small ventures (Siu and Kirby, 1998: 40). According to Siu and Kirby (1998) researchers have investigated how marketing in SMEs is conducted for many years and found out that the study was not an easy one because this particular sector does not market its products/services in the same way as large firms. The marketing practices in SMEs have mostly been done using the created business links with other SMEs (Gilmore et al, 2001: 6-11) or a blend of exchange, relationship, association and network marketing (Brodie et al. 1997: 388). It has been noted of late that the utilization of Internet advertising or web-based business has turned out to be mainstream in a wide range of organizations including SMEs (Chaffey et al. 2000). Siu and Kirby (1998) point out that observational proof has been created in a specially appointed way as a result of a general nonappearance of an efficient way to deal with the subject. As indicated by Siu and Kirby (1998) inadequate information about showcasing in private venture remains an issue of real concern and there is requirement for related learning and comprehension on how advertising is accomplished.

Research on small enterprises and their marketing practices has been to a great extent restricted to clarifications of particular sorts of conduct seen in other small ventures (Huang and Brown, 1999). As indicated by Hogarth-Scott et al. (1996) it is sketchy whether small companies need to work on advertising at all to endure and develop their business. As per the investigation by Hogarth-Scott et al. (1996) on the SMEs, entrepreneur/managers were regularly generalists, not showcasing skills and knowledge of marketing experts that deal with complex advertising speculations which may not be ideal for small enterprises and most likely would not help in the comprehension of how these small firms advertise their business. It was likewise intriguing to take note that SMEs conduct marketing activities that sometimes they do not realize that they are marketing their services and products. The upper hand of small firms depended on quality and administration, while those contending on price were in the very aggressive markets with next to zero item separation and low section boundaries.

Another competitive advantage for small ventures was on product differentiation while others were searching for specialty markets (Hogarth-Scott et al. 1996). This specific investigation showed that advertising contributed positively to small company achievement and proprietor/manager can provide direction and think strategically. This view is upheld to some degree by the prior work of Rice (1983) where plainly there was a distinction on how large businesses come up with strategic plans compared to small companies. This distinction was because of the size of information gathered about the outer business condition by little organizations contrasted with expansive organizations and how this information was breaking down. Small ventures gathered significantly less information contrasted with substantial organizations. As indicated by Rice (1983) businesspersons expected to accumulate enough data to enable them to settle on choices at a reasonable dimension of plausible achievement. Hannon and Atherton (1998) noticed that the dimension of key familiarity with proprietor/managers seems, by all accounts, to be emphatically affected by the individual skill of the proprietor/supervisors and the sort, vulnerability and intricacy of the business. From the exploration that was completed in Georgia, USA demonstrated a connection between arranging complexity and execution in 253 private companies that were researched by Rue and Ibrahim (1998:24-30), and their outcomes plainly demonstrated that those SMEs with more noteworthy and advanced planning and marketing had more noteworthy development in their businesses revealed by administrators. They proposed that small companies with a refined arranged planning process receive the rewards of these endeavors in the long haul. Likewise Perry (2001) recommended that SMEs utilizing refined and advanced planning processes may improve their odds of survival and achievement.

Marketing Orientation

However, academics have not yet agreed on the value of a marketing orientation and how it is associated with the success and performance of companies (Henderson, 1998). According to Pelham (2000) companies that embrace marketing orientation and use it as a business strategy have ended up performing much better. On the other hand, Pelham (2000: 55-64) facets that some organizations have managed to thrive in their business without using this notion but have put more emphasis on technical or production capabilities. Henderson (1998) alternatively says that marketing orientation does not exist and if there are such ideas marketing orientation can only account for 10 percent of business performance. Literature has additionally seen confusion concerning the proper terminology to make use of as authors use “market orientation”, “advertising orientation”, “consumer led” or “market-led” interchangeably (Harris and Watkins, 1998). Harris (1998:225-227) contends that considering that market orientation may also be seen as a form of tradition, the impediments to advertising and marketing orientation are categorized centered on a modern-day organizational culture framework. As a result, Harris (1996: 40) pointed out that barriers to market orientation will also be labeled as assumptions, values, and symbols. Denison and McDonald (1995) factor out that reviews have constantly proven that corporations that are marketing oriented, or equipped practitioners of advertising, performed better in terms of return-on-investment (ROI) and market share.

Marketing in SMEs

Siu (2000) showed that most of the Chinese small businesses doing well prioritized marketing, especially strategic marketing planning compared to other business activities of their overall business management approach, though many of these businesses were more oriented in either sales or production.

In the late 1980s and 1990s, poor implementation of basic marketing among small businesses was highlighted as the main obstacle to effective marketing in UK businesses according to Denison and McDonald (1995).

Brooksbank et al. (1999) raised questions about marketing developments in SMEs and questioned the extent to which standard marketing practice models were being applied to smaller businesses. Interestingly, 32 per cent of samples from Brooksbank et al. (1999) indicated that had diversified whilst 42 per cent had moved away from their original market. The business environment in which SMEs operate is dynamic, and a variety of successful approaches and strategies can well be credited. Siu and Kirby (1998) identified four marketing approaches for small businesses: The Stages / Growth model; the Management Style approach; the Management Function model and the Contingency approach.

The stages/growth model

The stage / growth model suggests that any model of small business marketing must take into account the stages of business development (Siu and Kirby, 1998) though does not elaborate how the transformation occurs or account for the effects of different owner managers on the variability of marketing skills.

The management style approach

The management style approach has recognized the small company's limitations and constraints in terms of resources and capabilities. This approach provides a useful explanation for the poor marketing development in small businesses; unfortunately, the approach also is unable to elaborate the actual marketing practices that small enterprises use to attract customers.

The management function approach

The management function approach has also recognized that marketing is an important business function as well as an essential concept in the growth and survival of small firms, but many owners / managers simplify and misunderstand marketing as the 4Ps or interpret marketing as advertising. This approach has been vigorously criticized and has been adopted by few small businesses (Simpson et al. 2005).

The contingency approach

The contingency approach has recognized that there are different factors affecting the marketing performance of the small business and that there is no universal set of strategic choices that are optimal for all businesses without taking into consideration their resources or business environment in which the business is being conducted. This approach occurs between two extreme views that state that universal marketing principles exist and apply to all firms, or that each small business is unique and needs to be analyzed separately (Siu and Kirby, 1998).

Different marketing practices/activities for SMEs

There are many theories on the SMEs marketing but there is no single theory that can be applied to all SMEs. The marketing concepts may be the same but the implementation process may vary in each firm. According to Hill and Wright (2001) marketing practice in SMEs is dependent very much on personal contact networks and is often driven by the particular way the owner-manager conducts his/her business. Hence, as indicated by Gilmore et al. (2001) marketing in SMEs is probably going to be random, casual, free, unstructured, unconstrained and fit in with industry standards. Gilmore et al. (2001) demonstrated that because of systems administration among these SMEs there was substantially more correspondence between the SMEs proprietors/directors and their rivals than is generally mentioned in the literature and also the contending firms in this industry do offer each other much help. Similarly, small enterprises conduct their marketing through networking with clients usually by building a strong relationship with one or two key individuals in those enterprises. The situation becomes bad in the event that those individuals who networked with the clients leave the enterprise then the relationship with the enterprise and those customers would cease (Gilmore et al. 2001; Hill et al. 1999). Hence according to Gilmore et al. (2001) the owner/managers of small businesses understand very well that creating and maintaining relationships (or relationship marketing) were very important to the business's success and that has made them to invest more of their resource such as time and effort in maintaining good relations with regular customers. According to Gilmore et al. (2001) the coming up and the maintenance of effective networks among the SMEs was to enable them maximize marketing opportunities and ensuring the business survival and growth. It can be noted therefore that marketing is an essential business function for any enterprise but its role within the enterprise and its importance with regard to the business environment in which the business is being conducted has a complex relationship (Moller and Anttila 1987).

Definitions of important terms

Small and medium enterprise

These are enterprises that are still growing in the formal or informal sector that employ 11 to 50 persons for small enterprise and 51 to 100 persons for medium enterprises. These enterprises are also

defined by their total fixed investment and sales turnover. They are usually engaged in manufacturing and processing, trading and service industries. In Zambia for instance these enterprises are the ones involved in fabrication, building construction, textile, agro-industries, leather, printing, motor vehicle works and furniture construction.

Growth performance

In Zambia just like in many countries in the world growth performance of SMEs is measured by using various variables such sales turn over, capital employed, and employment growth. However, as stated earlier there are challenges in applying some of these measurements in small businesses due to the way these enterprises are managed. Some weaknesses may be noted if the theories and practices that literature talks about applied without seriously considering the business environment in which the enterprise is operating. The level societies develop in any nation is a very significant issue that needs to be understood and addressed when defining factors that are related to growth performance of small businesses. According to Mahemba (2003) the rate of development of variables such as economic, technological, and marketing affects the way business enterprises perform certain activities in different countries and the ability to grow. The definition of growth also has more to do with the level of development an enterprise has attained in a specified period of time.

Marketing activities

These are actions that are performed by business firms to enable customers to have an insight about a product or service that is being offered. These activities include planning, pricing, market research, promoting, positioning and distributing something of value or want for exchange that would eventually satisfy individual and organizational objectives Mbura (2001). According to Stanton (1989) marketing activities directs the flow of goods and services from the producer and/ or seller to the consumer or end users.

Research Methodology

Research design

This research is set up as a combination of a descriptive study and an explanatory embedded literature search and case study. The descriptive study adopted a cross-sectional approach in which all respondents are studied at one point in time (Churchil, 1996; Dillon et al, 1993). This is opposed to a longitudinal study where data sources are revisited. Often, the cross-sectional approach is preferred over longitudinal methods because it allows flexibility in terms of time and financial constraints, which is the case in this study. This method also allows the analysis of relationship between variables, given that the sample was the representative of the population under study. For this research, a convenience sampling method was used to select units for the survey, based on geographic proximity and ease of personal contact. The pilot survey was carried out through personal interviews with owners/managers of some SMEs in the furniture industry. The questionnaires were administered by the researcher.

Sample size and sampling procedure

The targeted population for this research is SMEs in the furniture industry based in Kabwe town, Central province. For this particular research, simple random sampling was adopted to select the unit for analysis from Kabwe town. The sample will be made of 30 SMEs within Kabwe that are in the furniture industry. These were chosen at random to participate in the research. Purposive sampling method was used. According to Cohen, (2000), purposive sampling enables a researcher to use cases that will best enable him/her to answer the research question(s) and meet his/her research objectives. And according to Stringer, (2007), Purposeful sampling is that which consciously selects people on the basis of a particular set of attributes.

Data collection

Data collection methods reflect the design of data collection instruments, and how data have been collected from the respondents and administered⁵. In this case, the study combines both primary and secondary data as described above. In order to obtain primary data, a structured questionnaire was designed with a few open-ended questions (unstructured questions) to allow owners/managers of

SMEs to express in details regarding their feelings about the subject in question. The questionnaire was designed to cover all the research concepts as they are described in research problem, objectives and questions.

Data analysis instruments

Both qualitative and quantitative tools of analysis were applied to the responses depending on the type of measurements as well as data obtained from both primary and secondary sources. According to Zikmund (2000), the choice of the statistical technique for data analysis depends on the type of question to be answered and the scale of measurement.

Research findings and discussions

Introduction

This section of the research analysed the key issues concerning the marketing activities of SMEs in the furniture industry in Kabwe town of Zambia. The propositions that are linked with the SMEs have been thoroughly investigated, analyzed and the findings presented. Other relevant issues that have been investigated during the study are also presented.

Responses on how long the enterprises have been in business

The findings indicated that 11 SMEs representing 31% of the total SMEs under the study have been in business for over 10 years, 16 SMEs representing 44% have been in business for more than 5 years and 9 SMEs representing 25% have been in business for less than 5 years. This therefore shows that the majority of these SMEs have been in this business for more than 5 years.

Responses on the type of business the SMEs were involved in

The responses show that 27 SMEs representing 75% were in manufacturing and selling furniture and 9 SMEs representing 25% of the SMEs were in buying and selling furniture. The finding therefore shows that the majority of the SMEs were in manufacturing and selling business.

Responses on whether the SMEs have registered any significant business growth

The responses show that 5 SMEs representing 14% have registered a small growth whilst 31 SMEs representing 86% have not registered any growth in their businesses. The findings show that the majority of the enterprises have not registered any growth despite being in business for many years.

Responses on the relationship between business growth and location

The responses indicate that 36 SMEs representing 100% of the SMEs agreed that there was a positive relationship between business growth and the location of the enterprises in the furniture industry. The findings therefore show that location played a significant role in determining a SMEs' chances of growth. Those SMEs found in central business areas had a greater chance of growing their businesses compared to similar firms located in townships where no much business activities were carried out.

Responses on whether the SMEs in the furniture industry were using any marketing activities

The responses indicate that 12 SMEs representing 33% of the SMEs agreed that they use marketing activities sometimes, 9 SMEs representing 25% were not sure whether what they do is also part of marketing activities and 15 representing 42% indicated that they do not carry out any marketing activities. The findings show that the majority of these SMEs in the furniture industry do not market their businesses.

Responses on the type of marketing activities that the SMEs were using

The responses indicate that 8 SMEs representing 22% do advertise their products on the local radio station and also use a combination of other marketing activities, 9 SMEs representing 25% do market their products by working closely with their customers who help in marketing them to new customers and 19 SMEs representing 53% indicated that they do not carry out any marketing activities. The findings therefore show that very few SMEs in the furniture industry in Kabwe do market their

products and use local radio stations.

Responses on whether the type of marketing activities the SMEs have adopted have some impact on their performance

The findings revealed that the SMEs who used radio and the combination of other marketing activities performed better followed by the ones that worked closely with their customers and lastly the ones that do not use any marketing activities. This finding therefore indicates that marketing activities have some impact on the performance of an enterprise.

Responses on whether there is a relationship between business growth and marketing activities they were using

The findings indicate that 28 SMEs representing 78% agreed that there was a relationship between enterprise growth and marketing activities that the enterprise was using, 5 SMEs representing 14% were not sure whilst 3 SMEs representing 8% disagreed that there was relationship between enterprise growth and marketing activities. The findings therefore indicate that there is a relationship between business growth and marketing activities the enterprise uses.

Responses on whether a good business location could market an enterprise

On the good business local, all the 36 SMEs Owner/Manager representing 100% indicated that a good business location was a key to all types of businesses including the furniture business. This therefore show that the SMEs that were located in the central business area appeared to be doing very well compared to the ones that were located far from town. This also indicates that a good business location acts as a marketing tool for the enterprise.

Responses on whether the SMEs were using the internet marketing or e-commerce

On whether the SMEs were using the internet marketing or e-commerce, the findings were that none of the SMEs that took part in the survey have used the internet or e-commerce in their businesses for marketing purposes.

Responses on whether the SMEs have registered any growth

The findings from the 36 owners/managers of the enterprises indicated that the most growth was observed in those SMEs that adopted marketing activities with 11 SMEs representing 31%, followed by 3 SMEs representing 8% that have not used any marketing activities but have registered growth. Meanwhile, 6 SMEs representing 17% had adopted marketing activities but did not show any expansion whereas 16 SMEs representing 44% of the SMEs had neither adopted marketing nor shown expansion in their business. This of course raised many questions as to why 8% of SMEs had been expanding without the use of any marketing techniques. The only possible explanation could be that some of the SMEs had no idea of what marketing was all about despite them undertaking marketing related activities and also explains why most of them indicated that they did not use any marketing activities in their businesses. It is also possible to assume that their products could be of superior quality and in a way able to market the SMEs. On the 17% that had embraced the marketing activities but did not register growth, the explanation is that marketing activities are not the only factors that are required for enterprise growth.

Conclusions and recommendations

Conclusions

This research study was aimed at determining the relationship between SMEs growth and marketing activities of SMEs in the furniture industry. Thirty-six (36) SMEs that are in the furniture industry were selected as cases for this particular study. The research has found that there is a relationship between enterprise growth and marketing activities of the SMEs in the furniture industry.

The SMEs growth or improvement was found to be there amongst the firms that had adopted marketing activities in the furniture industry. However, there were some SMEs who claimed to have been performing well even though they were not using any marketing activities but their growth was statistically not significant. Some of these SMEs were doing slightly fine due to their conducive business location which in a way was marketing their activities.

It was also found out that some SMEs in the furniture industry were using some marketing activities without knowing that they were using them, this was because they did not understand what was involved in marketing activities.

Recommendations

The main aim of this research was to explore marketing activities and ascertain the relationship between these activities and the growth of SMEs in the furniture industry in Kabwe. The following are the recommendations:

The SMEs in the furniture industry should embrace marketing activities and use them to attract customers if there are to grow their business. Marketing activities have the potential to inform customers about the enterprise's location and the products/services that it is offering.

SMEs in the furniture industry should find central locations that are highly patronized by customers to operate from.

The government should subsidize the cost of marketing for SMEs as on their own some cannot manage because the cost is on a high side for them to afford.

SMEs in the furniture industry should start using internet marketing or e-commerce to market their products/services in the country. Internet marketing is cheaper compared to other marketing activities.

Research should be carried out to determine the relationship between marketing activities and growth of the SMEs that are in different sectors of the economy.

References

- [1]. Balunywa, W; (1997), Entrepreneurship and SMEs in Uganda, Makerere University Business School, Kampala.
- [2]. Bagachwa, M.S.D (1994) Poverty alleviation in Tanzania: Recent Research issues, DUP, Dar es Salaam.
- [3]. Bendera, O.M.S (1997), Micro and Small Enterprises Potential for the development: Geneva considerations, A paper presented to the Workshop on SMEs Research, November, Dar es Salaam.
- [4]. Blythe, J. (2006), Principles and Practice of Marketing, Thomson, London
- [5]. Brodie et al (1997), "Towards a Paradigm Shift in Marketing? An examination of Current Marketing Practices." *Journal of Marketing Management*, vol.13, pp.383-406.
- [6]. Brooksbank, R; et al (1999) "Marketing in Medium sized manufacturing firms: the state- of-the-art in Britain, 1987-1992." *European Journal of Marketing*, vol.33, no.1/2, pp 103.
- [7]. Carson, D. et al, (1995) "Marketing and Entrepreneurship in SMEs: An Innovative Approach." Prentice Hall, London.
- [8]. Carson, D. (1990) "Some Explanatory Models for Assessing Small Firms' Marketing Performance: A Qualitative Approach." *European Journal of Marketing*, vol.24, no.11, pp.5-49.
- [9]. Chaffey, D. et al (2000) "Internet Marketing." Prentice Hall, Harlow, England.
- [10]. Chijoriga, M.M. (1997), Potential of Micro and Small Business Enterprises Financing option in Tanzania: A Paper presented at the Faculty of Commerce and Management Conference, Makerere, Uganda.
- [11]. Chijoriga, M. and Cassiman, D. (1999), Micro Enterprise Financing: "Is there a best model? In Lutashobya and Olomi Eds. *Africa Entrepreneurship and Small Business Management*: DUP; University of Dar es Salaam.
- [12]. Cumming, B.S. (1998), "Innovation Overview and future Challenges", *European Journal of Innovation Management*, Vol.1, No.1, pp.21-29.
- [13]. Churchil, G.A. (1996), *Basic Marketing Research*; Dryden Press, 3rd Ed.
- [14]. Denison, T. and McDonald, M. (1995) "The Role of Marketing Past, Present and Future." *Journal of Marketing Practice: Applied Marketing Science*, vol. 1 no. 1; pp.54.
- [15]. Dickson, K.E. and Hadjimanolis, A. (1998), "Innovation and Networking Amongst Small Manufacturing Firms in Cyprus," *International Journal of Entrepreneurial Behavior and Research*, vol.4, no.1, pp. 5-17
- [16]. Gronroos, C. (1990), Relationship Approach to Marketing in Service contexts: The Marketing and Organizational Behavior Interface," *Journal of Business Research*, pp 3- 5.
- [17]. Gilmore, A. et al (2001), "SMEs Marketing in Practice." *Marketing Intelligence and Planning*; vol. 19, no.1, pp. 6-11.
- [18]. Hannon, P.D. and Atherton, A. (1998) "Small Firm Success and the art of Orienteering: The value of plans, planning and strategic awareness in the competitive small firm." *Journal of Small Business and Enterprise Development*, Summer 1998, vol.5, no.2, pp.102-119.

- [19]. Harris, L.C. (1996), "Cultural Obstacles to Market Orientation." *Journal of Marketing Practice: Applied Marketing Science*, Vol. 4, no.2, pp.36-52.
- [20]. Harris, L.C. (1998), "Barriers to Market Orientation: The view from the shop floor." *Marketing Intelligence and Planning*, vol'16, no.3, pp.221-228.
- [21]. Henderson, S. (1998) "No Such Thing as Marketing Orientation – a Call for No More Papers." *Management Decision*, Volume 36, no.9, pp.598-609.
- [22]. Hills, G.E; (1994), *Marketing and Entrepreneurship: Research Ideas and Opportunity*, Quorum, West Port.
- [23]. Hill, J. et al; (1999) "The Development and Application of a qualitative approach to researching the marketing networks of small firm entrepreneurs." *Qualitative Market Research: An International Journal*, Vol.2, no.2, pp.71-81.
- [24]. Hill, J. and Wright, L.T. (2001) "A Qualitative Research Agenda for Small to Medium sized Enterprises." *Marketing Intelligence and Planning*, vol. 19, no.6, pp.432-443.
- [25]. Hogarth-Scott, S. et al (1996) "Do Small Businesses have to practice marketing to survive and grow?" *Marketing Planning and Intelligence*, vol.14, no.1, pp.6-18.
- [26]. Hultman, C.M. et al, (2001); "Swedish Foundation for Small Business Research," University of Örebro, Örebro.
- [27]. Kothari, C.K. (1985), *Research Methodology: Methods and Techniques*, 2nd edition, Wiley Eastern Limited: New Delhi.
- [28]. Kotler, P. (2001), *Principles of Marketing*, Prince Hall International, USA, 9th edition
- [29]. Mahemba, C.M. (2003), *Innovation Management Practices of SMEs in Tanzania*, Grafisch Centrum Twente, Enschede.
- [30]. MacLarty, R. (1998), "Case study: evidence of a strategic marketing paradigm in growing SMEs." *Journal of Marketing Practice: Applied Marketing Science*, vol.4 no.4, pp. 105-117.
- [31]. MCTI (2009). *The Micro, Small and medium Enterprise Development Policy*, Lusaka, Zambia.
- [32]. Ngobo, N. (1995) *Exploiting the Employment Potential of Micro and Small Enterprises sector in Kenya*, A paper on the National Baseline Survey.
- [33]. Parker, J. (1995), *Patterns of Business Growth, Micro and Small Businesses in Kenya*;
- [34]. PhD dissertation, Michigan State University, East Lansing, Michigan
- [35]. Pelham, A.M. (2000), "Marketing Orientation and other Potential Influences on Performance in Small and Medium sized Manufacturing firms". *Journal of Small Business Management*, January 2000, vol.38, no.1, pp.48-67.
- [36]. Rafiq, M. and Pallet, R.A. (1996); "Marketing Implementation in the UK Engineering Industry." *Journal of Marketing Practice: Applied Marketing Science*, Vol.2, no. 4, and pp.13-35.
- [37]. Rice, G.R. (1983), *Strategic Decision Making in Small Businesses.*" *Journal of General Management*, vol.9, Part 1, pp. 58-65.
- [38]. Rue, L.W. and Ibrahim, N.A. (1998), "The Relationship between Planning Sophistication and Performance in Small Business." *Journal of Small Business Management*, October 1998, vol.36, no.4, pp.24-32.
- [39]. Stanton, J.W. (1989), *Fundamentals of Marketing*, McGraw Hill, 7th edition.
- [40]. Siu, W. and Kirby, D.A. (1998); "Approaches to Small Firm Marketing: A critique." *European Journal of Marketing*, vol.32, no.1/2, pp.40-60.
- [41]. Simmonds, R (1988), "Performance Measurement and Control Systems for Implementing Strategy: Text and cases; Prentice Hall, Upper Saddle River, NJ USA, 2000
- [42]. Siu, W. (2000), *Marketing and Company Performance of Chinese small firms in Mainland China: A preliminary study.*" *Journal of Small Business and Enterprise Development*, vol.7, no.2, pp.105-122.
- [43]. Yin, R.K. (1994), *Case Study Research: Design and Methods*, 2nd edition, Sage Publications, Inc, California.
- [44]. Zikmund, W.G. (2000), *Business Research Methods*, 6th edition, The Dryden Press; Harcourt College, Fort Worth.
- [45]. Zimmerer T.W. & Scarborough N.M., (2005), *Essentials of Entrepreneurship and Small Business Management*, 4th edition; Pearson Education International, Upper Saddle River, New Jersey, 07458.