Influence Of Marketing Strategies On Performance Of SMEs In Nairobi County Kenya.

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Abstract
This study investigates the influence of marketing strategies on the performance of Small and Medium-sized Enterprises (SMEs) in Nairobi County, Kenya a key sector for employment creation and economic growth. The study focuses on one strategy: pricing. Guided by the 4Ps of Marketing and the Resource-Based View (RBV) theory, a mixed-methods approach was adopted. Quantitative data were collected from 300 SMEs using structured questionnaires, while qualitative insights were obtained through interviews with key stakeholders. Data were analyzed using descriptive and inferential statistics. Findings revealed that strategy significantly influence SME performance. Promotional strategies had the strongest effect by enhancing brand visibility, customer engagement, and sales. Pricing strategies also positively affected performance, especially when competitively set. Digital marketing expanded market reach but was hindered by inadequate monitoring and evaluation, while distribution channels were moderately effective due to logistical disparities. The study concludes that well-structured marketing strategies are essential for SME growth and competitiveness. It recommends that SMEs invest in both traditional and digital promotions, adopt affordable digital tools such as SEO and social media analytics, and participate in training on value-based pricing to enhance sustainability and long-term performance in Nairobi's dynamic business environment.
Key Words: *Small and Medium-Sized Enterprises, Pricing Strategies, Distribution Channels, Promotional Strategies, Digital Marketing, Performance of SMEs, Marketing Strategies*

I. Introduction

Marketing strategies are vital for the growth and sustainability of Small and Medium-sized Enterprises (SMEs) worldwide, given their critical role in economic development and job creation. In the United States, SMEs contribute significantly to economic growth by adopting innovative marketing approaches to counter resource constraints. Research shows that U.S. SMEs implementing digital marketing strategies such as social media engagement and search engine optimization (SEO) achieve enhanced customer interaction and improved sales performance (Smith & Anderson, 2021). Similarly, brand positioning and customer relationship management (CRM) techniques have been effective in differentiating SMEs within competitive markets (Jones & Kim, 2020).

Across Europe, SMEs have embraced digital transformation as a key marketing strategy to maintain competitiveness. Data-driven marketing practices, including targeted online advertising and email campaigns, have been linked to higher customer retention and revenue growth (Müller & Fischer, 2021). The European Commission (2022) continues to promote SME digitalization, underscoring the role of data analytics and technology in enhancing business performance.

In Asia, particularly China, rapid technological advancements and internet penetration have reshaped SME marketing practices. Chinese SMEs use e-commerce platforms such as Alibaba and WeChat to blend traditional and digital marketing, enabling cost-effective access to wider markets (Wang et al., 2020). Innovations like live-streaming sales have also revolutionized product promotion (Chen & Zhao, 2021).

African SMEs, on the other hand, face distinctive challenges influenced by economic and infrastructural constraints. In Egypt, SMEs rely on affordable strategies such as word-of-mouth and community partnerships due to limited digital infrastructure (Amin, 2021). However, recent government initiatives encouraging digital adoption have improved SME competitiveness (Hassan & El-Sayed, 2022). Ethiopian SMEs employ low-cost marketing tools such as local event sponsorships, radio advertising, and mobile marketing to enhance brand visibility and reach rural customers (Tadesse & Tekle, 2021; Gebre & Bekele, 2021).

In Somalia, where instability constrains business operations, SMEs often depend on social networks and word-of-mouth strategies. Social media platforms such as Facebook and WhatsApp have nonetheless emerged as vital, low-cost tools for customer outreach (Mohamed & Ali, 2021). South African SMEs, operating in a relatively stable environment, leverage digital platforms like Instagram and LinkedIn for brand positioning, supported by mobile payment systems that enhance customer convenience (Zulu & Motshabi, 2021; Moyo & Ncube, 2020).

In Kenya, SMEs are a cornerstone of economic growth and employment creation. Many integrate both traditional and digital marketing approaches. The adoption of mobile payment systems like M-Pesa has streamlined transactions, improving customer experience and sales (Wanjiku & Mwangi, 2021). Social media marketing via Facebook and Instagram has further enhanced brand awareness and customer engagement among SMEs (Njeri & Kimani, 2022).

Globally, evidence shows that SMEs utilizing strategic, customer-focused, and data-driven marketing approaches achieve superior performance in visibility, customer retention, and revenue generation (Thompson et al., 2022). Nonetheless, challenges such as limited resources, inadequate digital literacy, and technological gaps persist, particularly in developing regions (Johnson, 2022). Bridging this digital divide is essential to ensuring that SMEs can fully exploit the potential of modern marketing tools.

Therefore, understanding the influence of marketing strategy on SME performance is crucial. This study explores how these strategies affect the performance of SMEs in Nairobi County, Kenya, providing insights that can guide future policy and practice to enhance SME competitiveness and sustainability.

Statement of the Problem

The influence of marketing strategies on the performance of Small and Medium-sized Enterprises (SMEs) remains a critical area of inquiry, given their significant contribution to economic development, job creation, and community welfare. Despite their importance, many SMEs face resource constraints that limit their ability to implement effective marketing strategies comparable to those of larger corporations (Smith & Anderson, 2021). These limitations hinder their capacity to expand market reach, understand customer preferences, and adapt to dynamic market conditions factors essential for sustainable growth and competitiveness (Davis & Zhang, 2023). Although marketing is widely acknowledged as a driver of SME success, many enterprises lack the financial resources, technological capacity, or expertise to apply data-driven and customer-focused approaches effectively (Thompson et al., 2022).

The advent of digital transformation has introduced new, cost-effective marketing avenues such as social media, email marketing, and search engine optimization (SEO). However, SMEs continue to encounter challenges in adopting these methods due to limited digital literacy, inadequate access to digital tools, and financial constraints (Johnson, 2022). Even where adoption occurs, performance outcomes vary considerably depending on SMEs' ability to sustain consistent customer engagement and evaluate campaign effectiveness (Müller & Fischer, 2021). Consequently, SMEs often experience missed opportunities for growth and remain at a competitive disadvantage compared to larger firms with greater marketing budgets and technical expertise (Owens & Lee, 2023).

Furthermore, the emergence of data-driven marketing has underscored the role of customer insights in shaping successful marketing strategies. Yet, many SMEs struggle to leverage analytics effectively, resulting in suboptimal resource allocation and limited understanding of market trends (Lim & Lee, 2023). Without the ability to use data to personalize interactions or forecast consumer behavior, SMEs risk reduced customer loyalty and stagnating growth (Thompson et al., 2022).

Addressing these challenges requires a deeper understanding of how marketing strategies influence SME performance within the context of resource limitations and knowledge gaps. In Kenya, where SMEs play a central role in economic growth and employment creation, such an investigation is both timely and necessary. This study, therefore, seeks to examine the influence of marketing strategy on the performance of SMEs in Nairobi County. The findings will provide critical insights to inform policy formulation, managerial practice, and capacity-building initiatives aimed at strengthening SME competitiveness in an increasingly digital and data-driven marketplace.

Purpose of the Study

To assess the influence of marketing strategies on the performance of SMEs in Nairobi County, Kenya.

Specific Objectives: To analyse the effect of pricing strategies on the performance of SMEs in Nairobi County.

II. Literature Review

Theoretical Literature
Marketing Mix Theory

The Marketing Mix Theory was developed by Hollensen (2015) and provides a structured framework for organizations, including Small and Medium-sized Enterprises (SMEs), to design and implement effective marketing strategies. The theory emphasizes the systematic assessment of four key elements to achieve alignment between business offerings and customer needs. By understanding consumer preferences and behaviors, SMEs can tailor their marketing efforts to enhance customer satisfaction and market competitiveness (Hollensen, 2015).

Despite its significance, the theory has been critiqued for oversimplifying modern marketing complexities, particularly in the era of digital transformation, where consumer behavior and technological advancement continuously evolve (Baker & Hart, 2008). Nonetheless, the Marketing Mix remains a cornerstone of marketing theory and practice, forming the basis for many contemporary strategic models.

The relevance of the Marketing Mix Theory to this study lies in its ability to explain how marketing strategies influence SME performance. Through its application, SMEs can adopt suitable pricing strategies, optimize distribution channels, and implement promotional activities that align with customer expectations and market conditions. This integration enhances visibility, customer engagement, and overall performance.

Moreover, as marketing practices have evolved, Booms and Bitner (1981) expanded the traditional 4Ps to 7Ps by adding People, Process, and Physical Evidence, thereby incorporating service quality and customer experience elements highly relevant in the digital economy. For SMEs operating in competitive and technologically dynamic environments, understanding and applying the extended Marketing Mix framework provides a comprehensive approach to achieving sustainable performance and competitive advantage.

Empirical Literature

Pricing strategies such as cost-plus, value-based, and penetration pricing are fundamental to how Small and Medium-sized Enterprises (SMEs) balance customer satisfaction with profitability (Kotler & Keller, 2016). Empirical studies show that pricing directly influences consumer perception, as customers often associate price with product value and quality. When prices fail to align with customer expectations or prevailing market conditions, SMEs risk declining demand and diminished market share (Monroe, 2003).

Cost-based pricing, where prices are determined by production costs plus a profit margin, remains common among SMEs due to its simplicity. However, it often overlooks market factors such as customer willingness to pay and competitor prices, reducing competitiveness (Nagle & Müller, 2017). Research shows that while this approach ensures stability, it limits growth potential and responsiveness to market trends (Shankar & Bolton, 2004; Dutta et al., 2003).

Value-based pricing sets prices according to perceived customer value rather than cost, yielding stronger performance outcomes and higher profitability (Ingenbleek, 2007). SMEs using this approach tend to foster brand loyalty and customer satisfaction (Liozu et al., 2012), though it requires strong market insight and communication capabilities often limited by SME resource constraints (Cressman, 2012).

Penetration pricing, which involves low initial pricing to attract customers, benefits SMEs seeking rapid market entry and brand awareness (Noble & Gruca, 1999). However, studies warn that prolonged low pricing can threaten profitability and attract disloyal, price-sensitive customers (Tellis, 1986; Guiltinan, 1987). Conversely, **price skimming**, where firms start with high prices before gradual reductions, enables early profit maximization and reinvestment opportunities (Dean, 1976; Hinterhuber, 2008), though it may restrict broader market penetration.

Discount pricing and bundle pricing are also common among SMEs. While discounts can boost short-term sales, excessive use erodes brand value and trains customers to expect lower prices (Sivakumar & Raj, 1997; Choi et al., 2018). Bundle pricing, on the other hand, encourages cross-selling and increases perceived value if bundles are compatible and desirable (Stremersch & Tellis, 2002; Hanson & Martin, 1990).

Recent technological advances have enabled dynamic pricing, where SMEs adjust prices based on demand, competition, or time. Empirical findings suggest that dynamic pricing enhances profitability for SMEs capable of leveraging real-time data, though technological and analytical limitations often constrain smaller firms (Elmaghraby & Keskinocak, 2003; Bertsimas & Perakis, 2006). Similarly, psychological pricing has been shown to improve sales by influencing consumer perceptions (Schindler & Kibarian, 2001), though cultural differences affect its effectiveness (Thomas & Morwitz, 2005).

Competitive pricing, where prices are set in relation to competitors, helps SMEs remain appealing to price-sensitive customers but may trigger price wars that reduce profitability (Chen et al., 2011; Shankar et al., 1998). Meanwhile, geographic pricing allows firms to adapt to regional cost variations and customer purchasing power, supporting market penetration (Hinterhuber & Liozu, 2013), though its complexity can strain SME resources (Monroe, 2003).

Empirical evidence consistently underscores that aligning pricing strategies with business objectives, target markets, and growth stages significantly improves SME performance (Ingenbleek et al., 2003; Simon, 2015). Early-stage SMEs benefit from penetration or competitive pricing to build market share, while mature firms often succeed through value-based or premium pricing to enhance profitability and loyalty (Hinterhuber, 2008). Moreover, SMEs that regularly review and adapt pricing strategies in response to market dynamics perform better in sustaining revenue growth and customer retention (Guerreiro et al., 2012).

In the context of Nairobi County, where market conditions are competitive and dynamic, pricing strategies play a crucial role in determining SME performance. Those that adopt flexible, value-driven, and data-informed pricing approaches are better positioned to enhance profitability, customer satisfaction, and long-term sustainability.
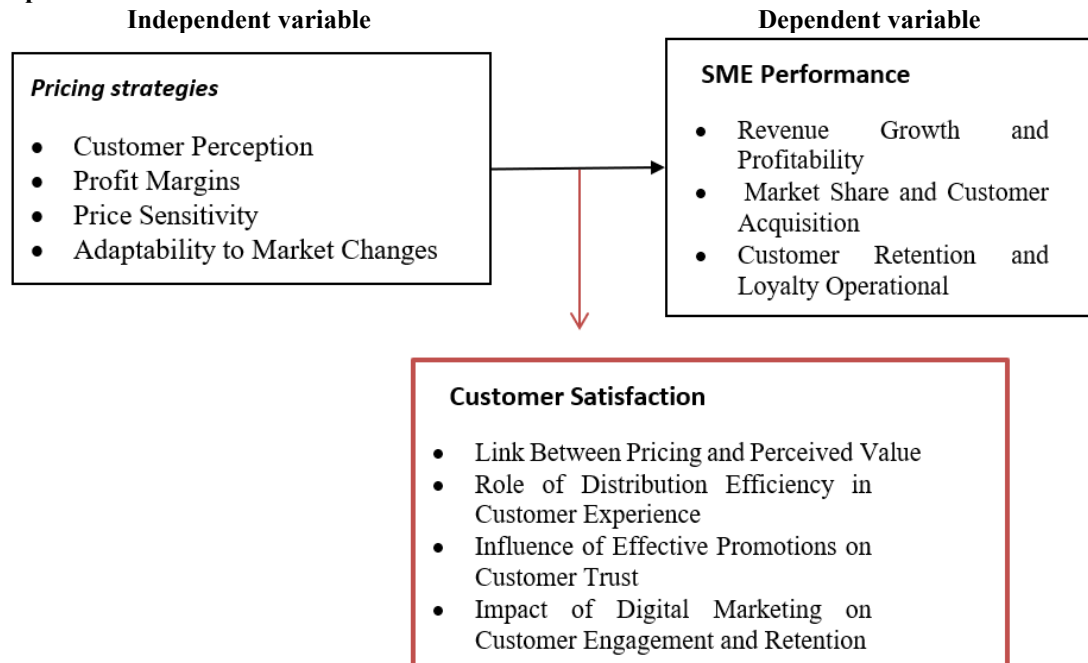
Conceptual Framework

Independent variable   **Dependent variable**

Pricing strategies

- Customer Perception
- Profit Margins
- Price Sensitivity
- Adaptability to Market Changes

SME Performance

- Revenue Growth and Profitability
- Market Share and Customer Acquisition
- Customer Retention and Loyalty Operational

Customer Satisfaction

- Link Between Pricing and Perceived Value
- Role of Distribution Efficiency in Customer Experience
- Influence of Effective Promotions on Customer Trust
- Impact of Digital Marketing on Customer Engagement and Retention

Figure 1: Conceptual Framework
Source: Researcher, (2025)

III.   Methodology

The study adopted a mixed-methods research approach integrating both qualitative and quantitative methods to provide a comprehensive understanding of the influence of marketing strategies on the performance of SMEs in Nairobi County (Creswell & Plano Clark, 2018). A descriptive research design was employed to accurately depict the existing conditions and relationships among variables, enabling the collection of both numerical and perceptual data from respondents (Robson, 2002). The research was conducted in Nairobi County, Kenya's main economic hub, which hosts the highest concentration of SMEs. The target population comprised 300 SME managers drawn from top, middle, and lower management levels. Using Coolican's (2014) formula at a 95% confidence level and 5% margin of error, a sample size of 171 respondents was determined. Purposive sampling was applied to select participants with relevant knowledge of marketing practices. Data were collected using structured questionnaires and interview schedules, with instruments tested through a pilot study in Kajiado County to ensure validity and reliability. Quantitative data were analyzed using the Statistical Package for Social Sciences (SPSS) to generate descriptive and inferential statistics, while qualitative data were analyzed thematically. Ethical approval was obtained, and informed consent was sought from all participants, ensuring confidentiality, voluntary participation, and academic integrity throughout the research process.

IV.   Research Findings

Descriptive Analysis

The section on descriptive statistics presents and interprets the findings on the influence of marketing strategies on the performance of SMEs in Nairobi County, Kenya. It provides a summary of the respondents' views and perceptions using key statistical tools such as frequency distributions, means, and standard deviations. These measures were used to describe patterns and variations in responses related to pricing,

promotion, distribution, and digital marketing strategies. Data interpretation was based on a five-point Likert scale, where 1 represented *Strongly Disagree* and 5 represented *Strongly Agree*. This analytical approach enabled the researcher to quantify the extent to which respondents agreed or disagreed with various statements regarding marketing practices, providing clear insights into how different strategies contribute to SME performance within Nairobi County.

Effect of pricing strategies on performance of SMEs

Table 1: Pricing strategies

N		Mean	Std. Deviation
The pricing strategy implemented by my SME has significantly contributed to its overall performance	122	4.06	.684
Competitive pricing has attracted more customers to my SME.	122	4.38	.836
My SME's pricing strategy is flexible and responsive to market changes	122	3.63	1.201
The perceived value of my products/services justifies the pricing strategy used by my SME.	122	3.65	.961
My SME regularly reviews its pricing strategy to enhance performance	122	3.99	1.024

Source; Researcher (2025)

The findings from Table 1 indicate that pricing strategies play a crucial role in shaping the performance of SMEs in Nairobi County. The highest-rated aspect was the adoption of competitive pricing (mean = 4.38, SD = 0.836), suggesting that offering prices aligned with market conditions effectively attracts and retains customers. This is consistent with Kotler and Keller (2016), who emphasize that competitive pricing enhances customer satisfaction and market share. The overall contribution of pricing strategies to SME performance also scored highly (mean = 4.06, SD = 0.684), reinforcing the idea that well-formulated pricing decisions directly influence profitability and growth. Furthermore, regular review of pricing strategies (mean = 3.99, SD = 1.024) demonstrates that many SMEs periodically assess their pricing models to maintain competitiveness, although the variation suggests inconsistency in practice. Moderate agreement was observed regarding the alignment between perceived product value and pricing (mean = 3.65, SD = 0.961), indicating a need for SMEs to strengthen their value communication strategies to justify pricing levels (Monroe, 2003). The lowest-rated item concerned flexibility and responsiveness to market changes (mean = 3.63, SD = 1.201), reflecting challenges in dynamic pricing adoption. This aligns with Nagle and Müller (2017), who argue that SMEs relying heavily on cost-based or static pricing risk losing competitiveness in volatile markets. Overall, the results underscore that strategic, customer-oriented, and adaptable pricing approaches are essential for sustaining SME performance and growth in Kenya's dynamic business environment.

Performance of SMEs in Nairobi County

Table 2: performance of SMEs

N		Mean	Std. Deviation
Influence of digital marketing on the SMEs performance	122	4.14	.451
Influence of Promotional strategies on the performance of the SMEs	122	4.59	.586
Influence of Distributional channel on the performance of the SMEs	122	3.50	1.208
Pricing influence on performance of the SMEs	122	3.82	.988

Source; Researcher (2025)

Table 2 reveals that promotional strategies had the highest influence on SME performance in Nairobi County, with a mean score of 4.59 and a standard deviation of 0.586. This finding implies that well-structured promotional campaigns, such as advertising, customer loyalty programs, and branding efforts, are perceived as the most impactful tools for enhancing sales and market visibility. These results align with Kotler and Keller (2016), who assert that promotional strategies strengthen brand awareness and customer engagement, leading to improved organizational performance. Digital marketing followed closely with a mean of 4.14 and a low standard deviation of 0.451, indicating strong consensus among SMEs that leveraging digital platforms significantly contributes to growth through enhanced customer outreach and visibility (Chaffey & Ellis-Chadwick, 2019). Pricing strategies recorded a mean of 3.82 and a standard deviation of 0.988, showing that while competitive and flexible pricing models are generally viewed positively, their impact varies across sectors due to differences in cost structures and customer preferences (Monroe, 2003). Distribution channels ranked lowest, with a mean of 3.50 and a high standard deviation of 1.208, reflecting mixed experiences among SMEs. This variation suggests that while some enterprises benefit from efficient logistics and delivery systems, others face challenges related to limited reach, infrastructure constraints, or high operational costs (Bowersox et al., 2013). Overall, these results highlight that promotional and digital marketing strategies are the most dominant

drivers of SME performance, while pricing and distribution require more adaptive approaches to enhance competitiveness in Nairobi's dynamic market environment.

Inferential Analysis

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742[a]	.551	.538	.465

Predictors: (Constant), pricing strategies, distribution channels, promotional strategies and digital marketing
Source; Researcher (2025)

Table 3 presents the results of a multiple linear regression analysis assessing the combined influence of pricing strategies, distribution channels, promotional strategies, and digital marketing on the performance of SMEs in Nairobi County. The multiple correlation coefficient (R = 0.742) reveals a strong positive association between the independent variables and SME performance, indicating that improvements in marketing strategies are closely linked to better business outcomes. The coefficient of determination (R^2 = 0.551) suggests that approximately 55.1% of the variation in SME performance can be explained by the four marketing strategies included in the model, demonstrating substantial explanatory power. The adjusted R^2 value of 0.538 further validates the model's robustness by accounting for the number of predictors, confirming that the relationship remains strong even after adjusting for sample size. Additionally, the standard error of the estimate (0.465) indicates a relatively low level of prediction error, implying that the model provides a reliable and accurate fit for understanding the influence of marketing strategies on SME performance in Nairobi County.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.285	4	9.821	45.376	.000[b]
	Residual	32.005	117	.273		
	Total	71.290	121			

Dependent Variable: SMEs performance
Predictors: (Constant), pricing strategies, distribution channels, promotional strategies and digital marketing
Source; Researcher (2025)

The ANOVA results evaluate whether the multiple linear regression model significantly explains the variance in SME performance based on four key predictors: pricing strategies, distribution channels, promotional strategies, and digital marketing. The findings reveal an F-value of 45.376 and a p-value of 0.000, indicating that the overall model is statistically significant. This suggests that the combined effect of the marketing strategies contributes meaningfully to variations in SME performance. The large F-ratio demonstrates that the variance explained by the model is substantially greater than the unexplained (residual) variance, confirming the model's strong predictive capacity. Moreover, the p-value of less than 0.001 implies that the probability of this result occurring by random chance is extremely low, reinforcing the conclusion that marketing strategies collectively exert a significant influence on SME performance in Nairobi County.

Table 5: Regression Coefficient Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.092	0.312		3.501	.001
	Pricing Strategies	.218	.079	.234	2.759	0.007
	Distribution Channels	.143	.065	.212	2.200	0.030
	Promotional Strategies	.388	.088	.419	4.409	0.000

Dependent Variable: SMEs performance
Source; Researcher (2025)

The regression results reveal that promotional strategies (B = 0.388, p = 0.000) have the strongest and most significant positive effect on SME performance, indicating that enhanced promotional efforts substantially boost business outcomes. Pricing strategies (B = 0.218, p = 0.007) also show a significant and moderate positive influence, suggesting that effective pricing enhances competitiveness and profitability. Distribution channels (B = 0.143, p = 0.030) contribute positively but to a lesser extent, implying that efficient distribution improves performance moderately. However, digital marketing (B = 0.104, p = 0.152) was not statistically significant, indicating that its independent effect on performance is weak in this model. The resulting multiple regression equation is expressed as:

$$Y = 1.092 + 0.218X_1 + 0.143X_2 + 0.388X_3 + 0.104X_4 + e,$$

where Y represents SME performance; X_1 = pricing strategies, X_2 = distribution channels, X_3 = promotional strategies, X_4 = digital marketing, and e = error term.

V.   Result Findings
Effect of pricing strategies on performance of SMEs
The study found that pricing strategies play a significant role in enhancing the performance of SMEs in Nairobi County. Respondents largely agreed that effective pricing positively influences profitability, growth, and competitiveness, as shown by a high mean score of 4.06 with minimal variation. Competitive pricing was identified as the most impactful factor (mean = 4.38), underscoring its importance in attracting and retaining customers. However, flexibility in pricing (mean = 3.63) showed mixed outcomes, suggesting that not all SMEs effectively adjust to market dynamics. Similarly, perceptions of value-based pricing (mean = 3.65) varied, indicating gaps in communicating product value to customers. Although regular pricing reviews were fairly common (mean = 3.99), the findings highlight the need for SMEs to adopt more systematic and data-driven approaches to pricing management.

Performance of SMEs
The findings reveal that marketing strategies significantly influence SME performance in Nairobi County, though to varying degrees. Promotional strategies had the strongest impact (mean = 4.59), highlighting their effectiveness in enhancing sales, customer loyalty, and brand visibility through advertising and engagement initiatives. Digital marketing also showed a high influence (mean = 4.14) with minimal variability, indicating that most SMEs benefit from online visibility, social media outreach, and e-commerce adoption. Pricing strategies (mean = 3.82) were moderately influential, suggesting that while competitive pricing supports customer attraction and profitability, its success varies across business types and market conditions. Distribution channels recorded the lowest mean (3.50) and highest variability, reflecting disparities in logistical capacity and infrastructure among SMEs. Overall, the results emphasize that while promotion and digital marketing are key performance drivers, pricing and distribution require greater optimization to enhance competitiveness.

VI.   Conclusion
Pricing strategies were found to have a positive but varied effect on the performance of SMEs in Nairobi County. The study concludes that effective pricing mechanisms particularly competitive and value-based pricing enhance profitability, attract customers, and strengthen market positioning. SMEs that regularly review and adjust their prices in response to market trends and customer preferences tend to perform better. However, the inconsistency observed in pricing flexibility and value communication suggests that many SMEs lack structured approaches to pricing management. Therefore, aligning pricing strategies with customer perceptions of value, cost structures, and market dynamics is essential for sustaining competitiveness and long-term growth.

Recommendation
Based on the study findings, SMEs should prioritize structured promotional campaigns that effectively combine traditional and digital channels, emphasizing branding, customer engagement, and value communication to enhance visibility and sales performance. They should also adopt affordable digital marketing tools such as social media analytics, email marketing, and search engine optimization (SEO) to expand market reach and improve competitiveness. Continuous training and capacity-building on digital marketing should be facilitated through business development services and county-level trade support initiatives.

Furthermore, SMEs should conduct regular market analysis to understand customer behavior and set competitive yet profitable prices. Embracing value-based and dynamic pricing models will enable them to adapt swiftly to market fluctuations and maintain profitability. Exploring innovative distribution strategies, including e-commerce platforms, logistics partnerships, and localized delivery networks, can help overcome infrastructural limitations and enhance customer satisfaction. Lastly, SMEs should institutionalize periodic

reviews of their marketing strategies using customer feedback, sales analytics, and marketing KPIs to guide evidence-based decision-making and ensure sustained business growth.

Suggestions for further studies
Future research should examine sector-specific variations in marketing strategies to determine how different industries apply and benefit from them. Incorporating qualitative approaches such as interviews and case studies would provide richer insights into the decision-making processes and challenges faced by SMEs. Additionally, longitudinal studies are recommended to track how marketing strategies evolve over time, particularly in response to technological advancements, market competition, and shifts in consumer behavior.

Acknowledgement

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