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**Effect of marketing strategies on sales performance of small and medium scale enterprises in Jalingo Metropolis, Taraba State**

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**Abstract**

*The broad objective of this study was to examine the Effect of Marketing Strategies on Sales Performance of Small and Medium Enterprises in Jalingo Metropolis, Taraba State. The study adopted descriptive survey design with a population of 1,691 subjects and sample size of 315 cases determined with the aid of Krejcie & Morgan Sample Size Table. The study adopted stratified random sampling technique to draw the sample. Questionnaire was used as data collection instrument, while Multiple Regression statistical techniques was employed to analyze the data with the aid of Software Package for Social Sciences (SPSS) version 23. The study found that Product Strategy has statistically significant effect on Sales Performance of SMEs in Jalingo Metropolis. Similarly, the study also found that Price strategy has statistically significant effect on Sales Performance of SMEs in Jalingo Metropolis. Therefore, the study concludes that Marketing Strategies predict Sales Performance. The implication of these findings to SMEs operators is that improvements in either product or price or both strategies will improve the level of sales. Based on the findings, the study recommended that SMEs Owners/Managers should establish and implement a comprehensive integrated product strategies that are customer-centric by providing customised products and request-based-products which will help in satisfying customer specific demands and needs. SMEs should also consider, as a policy matter, adopting regular price review practice to align with current economic realities infused with customer-perceived price to boost sales performance.*

*Keywords: marketing strategies, product, price, sales, performance, SMEs*

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## **Introduction**

Marketing, as ancient as trade, has significantly impacted a substantial portion of the economy due to the pivotal role played by small and medium-sized enterprises in contemporary product promotion. Small and Medium Enterprises (SMEs) are central to economic growth and development as they help in creating job opportunities thereby becoming employment hub. They encourage and facilitate innovation in the global economy. Hence, the world over, various economies are seen to redirect their economic policies towards SMEs development. However, in spite of the significant contributions of Small and Medium Scale Enterprises (SMEs) to economic development particularly in developing countries and the implementation of various policies and tactics including marketing strategies, the effective utilization of excess capacity and the fulfillment of market demands remain elusive aspirations. The marketing challenges faced by Small-Scale Enterprises are a contemporary issue, arising from the temporal standards upheld by developed societies and the methods these societies employ to allocate resources to satisfy those standards.

Marketing strategies are part of the factors which tend to influence SME performance by shaping customer perceptions, market positioning, and overall business sustainability. For instance, product strategy involves decisions relative to product design, quality, branding, and innovation, which are very critical for Small and Medium Enterprises seeking for market differentiation and customer satisfaction. Thus, implementing product differentiation and customization is an attempt for SMEs to create unique value propositions that can attract and retain customers (Goyal & Aggarwal, 2020). Moreover, product innovation plays a vital role in SME growth, allowing firms to respond to changing consumer demands and technological advancements. High-quality and well-designed products often enhance customer loyalty, leading to better financial performance (Zhang et al., 2020).

On the other hand, pricing is a crucial determinant of SME competitiveness and profitability and SMEs often adopt pricing strategies such as cost-based pricing, value-based pricing, and competitive pricing (Nagle & Müller, 2017). Value-based pricing is set based on customer perceptions of value so as to boost customer satisfaction and firm profitability. Then again, SMEs facing intense competition may opt for penetration pricing or promotional discounts to gain market entry and increase sales volume (Liozu, 2017).

Numerous academics have extensively published in related fields; nonetheless, there is a paucity of literature regarding the sales performance of SMEs in Jalingo, Taraba State. Consequently, this research will address this existing gap. The study was prompted by the



reality that SMEs in Jalingo Metropolis, regardless of their preferences, operate within a competitive landscape and may lack awareness of the most effective marketing strategies to attract clients and enhance their sales performance. It is essential to discover marketing methods that might anticipate or uniquely contribute to the sales performance of SMEs, notably in Jalingo Metropolis, Taraba State. Consequently, there is a necessity to conduct this research to analyze the impact of marketing techniques on the sales performance of Small Scale and Medium Enterprises in Jalingo Metropolis for the period from 2018 to 2024.

Small and medium enterprises (SMEs) in Nigeria encounter obstacles such as product quality issues, competitive pricing of their offerings, ineffective sales promotion strategies, and limited distribution channels. Other factors include a shortage of trained labor, inadequate financial resources, insufficient marketing efforts, underutilized technology, governmental shortcomings, and an overall inability to outperform competitors. Consequently, governmental and non-governmental organizations have implemented measures and exerted considerable efforts to train and financially support small and medium-sized enterprises in Taraba State. For example, The CBN's Targeted Credit Facility (TCF) has provided over ₦500 billion in funding to SMEs nationwide, with Taraba State receiving approximately ₦10 billion to support businesses affected by economic downturns (CBN, 2023). Also, the Taraba State Microfinance Scheme provides soft loans ranging from ₦50,000 to ₦500,000, particularly for women and youth entrepreneurs (BOI, 2015), National Agency for Science and Engineering Infrastructure (NASENI) in collaboration with the Raw Materials Research and Development Council (RMRDC), has provided technological tools and training to 500 SMEs in Taraba to enhance productivity (NASENI, 2023). Likewise, international and local NGOs complement government efforts by providing funding, training, and business development services. Key initiatives and training programmes include United Nations Development Programme (UNDP) Support, SME Development Agency of Nigeria (SMEDAN) Initiatives, International Fund for Agricultural Development (IFAD) and World Bank Grants, YouWiN! and Tony Elumelu Foundation (TEF) Entrepreneurial Grants (TEF, 2023).

However, in spite of these measures, the performance of these enterprises, particularly regarding sales levels, appears to be discouraging, potentially contributing to the premature closure of SMEs in Jalingo. The issue of insufficient or unsatisfactory sales levels may be ascribed to the failure to adopt a marketing strategy or the nature of the marketing strategy employed by SMEs. Small and Medium Scale Enterprises must use effective and efficient



marketing strategies to enhance their sales performance, as the fundamental purpose of conducting business and delivering products and services is to generate sales. In the absence of sales, firms will become nonviable.

Moreover, recent literature indicates that the majority of the examined studies (Kisaka, 2022; Ebitu et al., 2018) employed smaller sample sizes, which may hinder the ability to generalize the findings. The study noted inconsistencies in the outcomes of prior research (Preetan & Kahn, 2021; Njoroge, 2019). This research aimed to investigate the impact of marketing tactics on the performance of Small Scale and Medium Enterprises in Jalingo from 2018 to 2024. Numerous scholars have extensively examined this topic; yet, there is a paucity of literature regarding the sales performance of SMEs in Jalingo, Taraba State. Consequently, this research endeavor supplied knowledge to address the current deficiencies.

The main objective of this study is to examine the effect of Marketing Strategies on Sales Performance of Small-Scale and Medium Enterprises in Jalingo Metropolis. Specifically, the study seeks to:

- i. Examine the effect of Product Strategy on Sales Performance of Small and Medium Enterprises in Jalingo Metropolis
- ii. Evaluate the effect of Pricing Strategy on Sales Performance of Small and Medium Enterprises in Jalingo Metropolis

## **Literature Review**

### **2.1 Conceptual Review**

#### **(a) Marketing Strategies**

The notion of marketing Strategy has increasingly become a fundamental component of contemporary enterprises. The term strategy is derived from the ancient Greek word 'strategia,' signifying the craft of a military general. Competent Army Generals are essential for securing victories and safeguarding territories. Strategic Marketing, as defined by Achumba (2020), is a deliberate course of action adopted by a firm to achieve a marketing target.

Aaker (2018) posits that marketing strategy is a method enabling a firm to focus its resources on the most advantageous chances to enhance sales and attain a sustained competitive edge. Kimani (2019) asserts that marketing strategies are essential for delineating both foundational and long-term actions within the marketing domain. The creation, assessment, and selection of market-oriented strategies therefore advance the company's objectives and marketing aims.



Thus, in the current study, marketing strategies are considered to represent a crucial functional approach that Small and Medium Enterprises (SMEs) implement to improve performance. Organizations, including Small and Medium Enterprises, have recognized the necessity of implementing strategies to acquire a comprehensive grasp of the industry, particularly concerning their competitors and customers (Dzisi& Oforu, 2019). Marketing strategies include product strategy, pricing strategy, promotion strategy and distribution strategy. For the purpose of this study, we shall consider and examine the effect of only two of the aforementioned strategies (i.e., product and pricing strategies) on SMEs performance. The rationale for considering these two relates to the fact that they come first in business offerings before the other two (i.e., promotion and distribution)

- (i) **Product Strategy:** Kotler and Armstrong (2006), as referenced by Olayinka and Joseph (2019), assert that a product encompasses anything that can be presented to a market for attention, acquisition, usage, or consumption that may fulfill a want or need.
- (j) **Pricing Strategy:** Price refers to the real or assessed value of a valuable commodity or service available for exchange. Kotler et al. (2018) defined price as the monetary amount exchanged for a thing. Price is seen as the expense associated with the production, delivery, and promotion of a product levied by an organization (Kotler et al., 2018). The established price of a product or service significantly influences its marketability.

#### **(b) Small and Medium Enterprises**

The National policy on Small and Medium Scale Enterprises defined Small and Medium Scale Enterprises (SMEs) with respect to the backdrop of number of persons employed and assets possessed. The National Council on Industry (2019) defined Small and Medium Enterprises (SMEs) as follows:

- (i) **Small Scale Industry:** Industry with asset base of more than N1.5 million but in excess of N50 million excluding cost of land, but including working capital and /or staff strength from 11 to 100.
- (ii) **Medium Scale Industry:** Industry with asset base of more than N50 million but not in excess of N200 million, excluding cost of land but including working capital and/or staff strength of 101 to 300.



**(c) Sales Performance of SMEs**

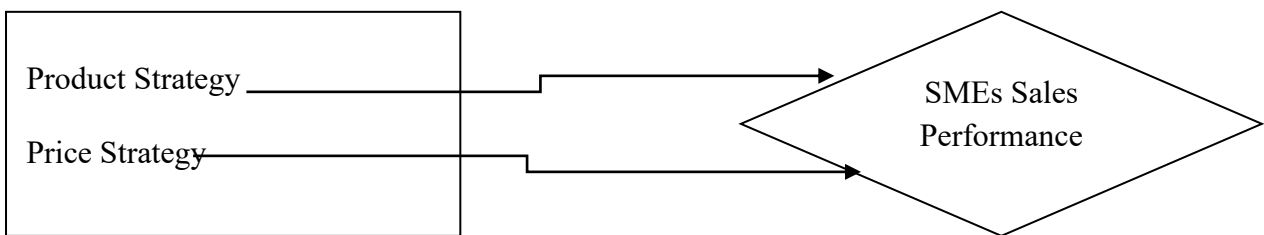
Sales performance alludes to the volume of offers accomplished inside a predefined period contrasted with predetermined sales levels (Rotich, 2016). Hence, accomplishing more noteworthy sale execution is the most essential part of sales pioneers' efforts as it specifically impacts on their key execution pointers (Muola, 2017). Additionally, sales performance has been conceptualised to incorporate both the result and behavioural measurements (Cavulsgil& Zou, 2004), therefore, sales results have dependably been seen by execution situated sales representatives as proof to their behavioural execution and as such a positive relationship has been found to exist between occupation association segment of responsibility and sales performance (Muola, 2017).SMEs in Nigeria have been growing and contributing substantially to the national economic development as it contributes largely to the economy by providing employment, goods and services and improving citizens' wellbeing and standard of living (Lawal & Adejuwon, 2023).

SMEs are able to do this by the citizens' demand for their products which cuts across age, sex, culture, religion and social status. The performance of these SMEs particularly as related to their sales is therefore very crucial (Lawal & Adejuwon, 2023). Thus, sales performance is critical to all SMEs because without it SMEs existence and survival will be unattainable. Every organisation SMEs inclusive expect sales increase or growth in sales level as they continue operations, thus sales growth is an area in which to measure the performance of SMEs over a period of time. In discussing sales growth, Halpern et al. (1998) defined sales growth as a metric of a company's ability to sustain market share as the economy and related industries grow.

**(d) Conceptual Framework**

**Independent Variable**

**Dependent Variable**



**Figure 1: Conceptual Framework**

Figure 1 presents conceptual framework showing the relationship between dimensions of marketing strategies being the independent variables (IVs) and sales performance of Small



and Medium Enterprises which is the dependent variable (DV). From the framework it can be seen that the IVs are connected to the DV by separate arrows which represent relationship between each of the dimension of the marketing strategies (that is the IVs) included in the study model. Additionally, the arrows in the diagram also symbolised individual predictive link (i.e. symbol of cause and effect) on SMEs Sales Performance as can be seen on the figure.

## 2.2 Theoretical Framework

Marketing Mix theory was adopted to underpin this study. The early development of Marketing theory can be traced back to 1900 – 1920s with Marketing Mix emerging between 1930s and 1950s. Borden (1953, 1964) introduced the concept with McCarthy(1960) presenting the 4Ps Theory. The contemporary marketing mix has become the dominant framework for marketing management decisions. In services marketing, an extended marketing mix is used, typically comprising 7Ps (i.e., product, price, promotion, place, people, process, physical evidence), made up of the original 4Ps extended by process, people and physical evidence (*Booms & Bitner, 1981*). Occasionally service marketers will refer to 8Ps (product, price, place, promotion, people, positioning, packaging, and performance), comprising these 7Ps plus performance (Kotler, 2012). The thrust of marketing mix theory is that its framework was particularly useful in the early days of the marketing concept when physical products represented a larger portion of the economy (Grönroos, 1994). Today, with marketing more integrated into organizations and with a wider variety of products and markets, some authors have attempted to extend its usefulness by proposing a fifth P, such as packaging, people, process, etc. Today however, the marketing mix most commonly remains based on the 4 P's. Despite its limitations and perhaps because of its simplicity, the use of this framework remains strong and many marketing textbooks have been organized around it. The four primary elements of a marketing mix are product, price, placement, and promotion. This framework aims to create a comprehensive plan to distinguish a product or service from competitors that creates value for the customer. Often, these elements are dependent on each other.

## 2.3 Empirical Review

Ravuth, (2023) studied the effect of marketing strategies on the sales performance at Canadia Bank in Cambodia. The objectives of the study were to: i) determine the effect of product on sales performance at Canadia banks; ii) examine the effect of price on sales performance at Canadia bank; iii) to evaluate the effect of place on sales performance at Canadia banks; and



iv) establish the effect of promotion on the sales performance at Canadia banks. The study used a descriptive research design. The target population of the study was 833 respondents. Slovene's formula was used to come up with a sample size of 270 respondents. The main research instruments included questionnaires and key informant interviews. Data collected were analyzed using descriptive statistics, frequency, and percentage tables, mean and standard deviations, and inferential statistics. Data analysis was done using Statistical Package for Social Sciences (SPSS). The study found that product as a marketing strategy does not have a positive significant effect on the sales performance at Canadia bank.

Lawal and Adejuwon (2023) examined the effect of social media marketing and sales performance of selected small and medium enterprises in South-West Nigeria. The study used a descriptive survey approach. Small and medium-sized enterprises that are officially registered in South-West Nigeria SME offices made up the study population. The sample size of 376 was arrived at with the help of the Raosoft Sample Size calculator. Data was collected from the owner/managers of the selected SMEs. using questionnaire as the primary data collection method. The questionnaire was tested for reliability, and the Cronbach alpha coefficient came in at 0.889. Both descriptive and inferential statistics (SPSS 24 and Smart PLS 3.3.3) were applied to the data set for analysis. The PLS-SEM results showed that customization and social interaction are statistically significant, while branded entertainment, customer engagement, and electronic word of mouth are not.

Didia et al. (2023) undertook a study on pricing strategies and sales force performance in food and beverages firms in Port Harcourt. The study employed a descriptive survey as its research design. The population of this study was twenty-three (23) registered food and beverages firms in Port Harcourt. The general manager, marketing manager, customer relationship manager and sales manager were the respondents drawn from each of these firms. The sample size was 93 food and beverages firms in Port Harcourt, Rivers State. The Spearman's rank order was the test statistics. All statistical analysis was done using SPSS.23.0. The study found that pricing strategies positively and significantly influences sales performance of food and beverages firms in Port Harcourt.

Uslay (2020) studied the role of pricing strategy in market defense. According to the researcher, the price variable is among the most powerful instruments in the arsenal of the executives to achieve entry deterrence objectives. There are two main pricing strategies that firms may use to defend against a competitive market entry. The first of these options, limit



pricing (or entry deterring price), may be utilized prior to competitive entry. The second option, aggressive (predatory) pricing, may be executed post-entry. The effectiveness of both of these options is still controversial. For example, proponents argue that these strategies are anecdotal in nature. The potential contributions of the marketing discipline have been recognized and called upon to help resolve the conflict. This study examines the role price plays in preemptive and post-entry market defense of firms. As such, the questions tackled include but are not limited to: how effective is price as an entry-deterrence tool; in conjunction with firm and market specific barriers to entry; and as a post-entry retaliation mechanism? What are the facilitating conditions for limit, aggressive (predatory), competitive and supra-competitive pricing? What are the (long-term) consequences of these strategies? It was found that both limit pricing and predatory pricing can serve as effective strategies for the incumbents' market defense. Predatory use of pricing in network industries may diminish consumer welfare. Results also suggest that firm specific barriers have a more significant role in market defense than market specific barriers. Insights and frameworks based on the marketing philosophy are also presented with the hope of advancing the ongoing debate on the role of pricing in performance of entry level business organization.

One aspect of gaps in the review relates to the area of the study, i.e., geographical gaps. From the review, it has been observed that most of the researchers who conducted their studies in Nigeria focused more on other regions of the country, with minimal emphasis on this subject in Taraba State, specifically Jalingo Metropolis. For instance, Didia et al. (2023) – Portharcourt, Lawal and Adejuwon (2023) – Southwest Nigeria. Others were also done outside Nigeria (e.g., Ravuth, 2023) with the majority of the research undertaken in this domain occurring in the past. The review also indicates that certain researches utilized small sample sizes and as such the results may not be generalizable (e.g., Didia et al., 2023). The study noted inconsistencies in the outcomes of prior research (e.g., Lawal & Adejuwon, 2023; Ravuth, 2023; Uslay 2020). Hence, this research work investigated the effect of marketing strategies on the performance of Small Scale and Medium Enterprises in Jalingo from 2020 to 2024.

### **3.0 Methodology**

The study used a descriptive survey research design. It was adopted since the study was aimed at evaluating the effect of marketing strategies on the sales performance of SMEs in Jalingo metropolis, Taraba State. The population of this study is made up of 1,756 SMEs that were registered between the period of 2020 and 2024 by Corporate Affair Commission



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(CAC, 2024). The population consists of 526 SMEs in Service Sector, 295 SMEs in Manufacturing Sector, 337 SMEs in Construction Sector and 598 SMEs in Other Sectors. This study adopted Krejcie and Morgan (1970) model to determine the sample size for the research work. Thus, based on the model, a sample size of 315 was determined for the study.

Stratified Random Sampling was utilized to obtain a representative sample of the study, ensuring equitable representation of each stratum among SMEs across several business sectors in Jalingo Metropolis. Stratified random sampling, as defined by Johnson and Christensen (2020), is a method in which the study population is segmented into mutually exclusive groups known as strata. The study used hand-delivery method to distribute the instrument for data collection with help of research assistants. Self-administration approach was used to gather the data.

The study employed a questionnaire as an appropriate instrument for gathering data from primary sources. The questionnaire was segmented into two sections A and B. Section A was designed to elicit the respondents' demographic data while Section B was designed to measure the variables of the study (i.e., product strategy, pricing strategy and sales performance). The data collected for the study were presented in tables. Descriptive statistics such as frequencies and percentages were used to analyze the demographic information of the respondents while inferential statistics such as multiple regression coefficients were employed to examine the data with the aid of SPSS version 23.



#### 4.0 Results of Data Analysis

##### 4.1 Presentation of Data

**Table 1: Demographic Characteristics of Respondents**

Variables		Freq.	%	Valid %	Cum. %
<b>Gender</b>	Male	170	56.9%	56.9%	<b>56.9%</b>
	Female	129	43.1%	43.1%	<b>100%</b>
	<b>Total</b>	<b>299</b>	<b>100%</b>	<b>100%</b>	
<b>Age Group</b>	18-30yrs	68	22.7%	22.7%	<b>22.7%</b>
	31-40yrs	179	59.9%	59.9%	<b>82.6%</b>
	41yrs and Above	52	17.4%	17.4%	<b>100%</b>
	<b>Total</b>	<b>299</b>	<b>100%</b>	<b>100%</b>	
<b>Educational Level</b>	Secondary	83	27.8%	27.8%	<b>27.8%</b>
	ND/NCE	118	39.5%	39.5%	<b>67.2%</b>
	Graduate/Postgraduate	98	32.8%	32.8%	<b>100%</b>
	<b>Total</b>	<b>299</b>	<b>100%</b>	<b>100%</b>	
<b>Years in Operations</b>	Below 1yr	79	26.4%	26.4%	<b>26.4%</b>
	1 - 2yrs	86	28.8%	28.8%	<b>55.2%</b>
	3 - 4yrs	57	19.0%	19.0%	<b>74.2%</b>
	5yrs & Above	77	25.8%	25.8%	<b>100.0%</b>
	<b>Total</b>	<b>299</b>	<b>100%</b>	<b>100%</b>	

*Source: Field Survey (2026)*

Table 1 presents the demographic characteristic of the respondents. Based on the result on the table regarding Gender Distribution, 170 respondents representing 56.9% of the respondents were male while 129 representing 43.1% of the respondents were female. By this result, it is clear that male respondents constitute majority of the study sample.

Regarding Age Distribution, it was found that 68 (22.7%) of the respondents were aged 18 - 30 years, 179 (59.9%) fell within the age bracket of 31-40 years while 52 (17.4%) aged 41 years and above. Obviously, by this result, it can be seen that majority of the respondents were aged between 31 and 40 years which possibly implies that SMEs are predominantly operated by middle-aged people.

Additionally, the demographic table also showed the distribution of respondents in terms of their Educational Level. Based on the table, 83 of 299 respondents representing 27.8% had Secondary Education, 118 being 39.5% of the respondents had ND/NCE Education while 98 representing (32.8%) were Graduates or Postgraduate Certificate Holders. Considering the distribution of the respondents along educational background, the results from the table



suggest that those with tertiary education (i.e. those with NCE/ND, Graduates and Postgraduate Education) were more in number compare to those with lower educational background (primary/secondary education). Thus, provide the respondents with good knowledge to understand clearly the contents of the questionnaire and as such be able to fill it properly. Hence, this corroborates the rate of invalid questionnaire shown in Table 5 which is 6 (1.9%) which is very low due to level of education and thus at an acceptable level.

Finally, in terms of the Number of Years Operating SMEs, 79 respondents representing 26.4% had been operating their businesses for less than a year, 86 which represents 28.8% of the respondents had been running their enterprises for a span of 1 to 2 years. Additionally, 57 being 19.1% of the respondents indicated that they had been into SMEs for 3 to 4 years while 77 (48%) of the respondents indicated that they had been operating SMEs for 5 years and above. With the above information, it is clear that majority of participants in this study constitute people who had been operating SMEs for more than one (1) year, thus are in good position to provide information regarding marketing strategies as they relate to sales performance of SMEs.

### Outputs of Inferential Analysis (Multiple Regression)

**Table 2: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615 <sup>a</sup>	.378	.370	1.79056

a. Predictors: (Constant), toprostrat, topristrat

b. Dependent Variable: tospomes

Source: SPSS 23 (2026)

Table 2 presents the Model Summary. It provides R Square value which indicates how much variance in the dependent variable (Sales Performance of SMEs) is explained by the independent variable (Marketing Strategies as measured by toprostrat and topristrat) included in the model. In this case, the R Square Value is .378, expressed in percentage, implies that the dimensions of Marketing Strategies included in the research model as a bloc explains 37.8% of the variance in Sales Performance of SMEs (tosposmes) in Jalingo Metropolis Taraba State. This outcome implies that the dimensions of Marketing Strategies (measured by toprostrat and topristrat) explain 37.8% of the variance in Sales Performance of SMEs (tosposmes). However, the remaining 62.2% variance in the Sales Performance of SMEs (tosposmes) is accounted for by other factors that are not included in the model. Additionally, the study findings further show that the model applied is statistically fit.



**Table 3: ANOVA<sup>a</sup> Output**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	573.967	2	286.984	90.133	.000 <sup>b</sup>
Residual	942.595	296	3.184		
Total	1516.562	298			

a. Dependent Variable: tospomes

b. Predictors: (Constant), toprostrat, topristrat

Source: SPSS 23 (2026)

Table 3 presents ANOVA<sup>a</sup> Outcome for Marketing Strategies (marstrat) and Sales Performance of SMEs (tosposmes) with the F-ratio in the ANOVA table testing the significance of the Model. Hence, the *F*-statistics (2, 296) = 90.133,  $p < .05$  indicates that the overall model is statistically significant. This implies that the independent variables i.e., dimensions of Marketing Strategies (product strategy, price strategy, promotion strategy and distribution strategy) included in the study model are good predictors of Sales Performance of SMEs reported at alpha coefficient of .05 significant level.

**Table 4: The Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.516	.912		4.949	.000
Toprostrat	.180	.056	.184	3.213	.001
Topristrat	.214	.064	.205	3.371	.001

a. Dependent Variable: tospomes

Source: SPSS 23 (2026)

### Major Findings

Table 4 presents Regression Coefficients for Marketing Strategies (marstrat) and Sales Performance of SMEs (sposmes). The study objective here was to explore the effect of Marketing Strategies (as measured by toprostrat and topristrat) on Sales Performance of SMEs (as measured by tospomes). Thus, finding regarding *Product Strategy* (as measured by toprostrat) *accounts for 18.4% variance* in Sales Performance among SMEs in Jalingo Metropolis Taraba State [ $Beta = .184, n = 299, p = .001 < sig = .05$ ]. next is *Price Strategy* (measured by topristrat) which *accounts for 20.5% variance* in Sales Performance among SMEs in Jalingo Metropolis Taraba State [ $Beta = .205, n = 299, p = .001 < sig = .05$ ].



### **4.3 Discussions of Major Findings**

#### **(i) Effect of Product Strategy on Sales Performance**

To start with, regarding the first objective which aimed at “exploring the effect of Product Strategy on Sales Performance of Small and Medium Enterprises in Jalingo Metropolis”, the results indicated that Product Strategy (measured by *toprostrat*) does not only correlate positively with Sales Performance of SMEs (measured by *tosposmes*), but also predicts Sales level among SMEs [ $\text{Beta} = .184$ ;  $p = .001 < \text{sig.} = .05$ ]. Regarding the above findings relative to the literatures reviewed, it validates such studies which produced or generated positive results thereby further consolidating on the reliability of the statistic, updating the existing empirical studies and ultimately bridging the identified literature gaps in terms of recency, geographical location, methodological approach, sample size and effect of the variable under study.

The implication of the above result is that a unit change in Product Strategy will cause .184 units change in Sales Performance of SMEs, thus expressed in percentage, it means that a unit change in this Product Strategy will lead to 18.4% change in sales performance among SMEs in Jalingo Metropolis Taraba State. In other words, since the result provides a positive coefficient, the implication is that as product strategy is being improved by one unit it will bring about 18.4% increase in sales level of SMEs all other variables held constant. This finding is in line with that of Adewale et al. (2023) who investigated the impact of marketing strategy on business performance with special reference to the selected SMEs in Oluyole Local Government Area, Ibadan, Nigeria and found that product strategy is a significant predictor of business performance in terms of profitability, market share, return on investment and expansion.

#### **(ii) Effect of Pricing Strategy on Sales Performance**

Next, with respect to the second objective which aimed at “evaluating the effect of Price Strategy on Sales Performance of Small and Medium Enterprises in Jalingo Metropolis”, the results showed that Price Strategy correlates positively with Sales Performance of SMEs and also accounts for variance in the level of Sales Performance of SMEs [ $\text{Beta} = .205$ ;  $p = .001 < \text{sig.} = .05$ ]. Considering this finding in light of the literatures reviewed, it also validates such studies as have produced or generated positive results.

By implication, the above result suggests that a unit change in Pricing Strategy will cause .205 units change in Sales Performance of SMEs, thus expressed in percentage, it means that a unit change in this Pricing Strategy will lead to 20.5% change in sales performance among SMEs in Jalingo Metropolis, Taraba State. Put in another way, since the result generated is a



positive coefficient, it implies that where pricing strategy is improved by one unit, it will cause a 20.5% growth in sales level of SMEs products and services all other variables held constant. This study also validates the findings of Didia et al. (2023) who studied pricing strategies and sales force performance in food and beverages firms in Port Harcourt and found that pricing strategies positively and significantly influences sales performance of food and beverages firms in Port Harcourt.

## **Conclusion and Recommendations**

### **Conclusions**

Based on the empirical evidence generated by multiple regression analysis, this study concludes that product strategy influences sales performance of Small and Medium Enterprises (SMEs). Furthermore, the study also concludes that pricing strategies predict sales performance of SMEs in Jalingo Metropolis, Taraba State.

### **Recommendations**

In light of the findings of this study, it is recommended that:

- i. Owners and managers, especially of small and medium enterprises, should develop and execute customer-centric product strategies by offering customized and request-based products to meet individual consumer wants and needs.
- ii. Managers and owners of SMEs should, as a matter of policy, conduct regular price reviews in accordance with current market conditions while being customer-centric to enhance sales success.



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