The moderating influence of *Bixa orellana* value chain government policy on the relationship between promotion strategy and sales performance

David Kisa Cheruiyot[1]*, Dr. Peter Mwaura[2], Dr. John Kipkorir Tanui[3]
[1-3] School of Business and Economics, Kabarak University, Nakuru, Kenya

Abstract
In health conscious countries mostly in Europe and America, *Bixa,* a natural coloring is in high demand from manufactures of butter, margarine and cheese. *Bixa is* also used as pigments and flavoring in confectionery flour and sugar, meat products, beverages and snacks. *Bixa* is grown in Kwale, Lamu and Kilifi Counties by small scale farmers and further processed for export by private companies. *Bixa orellana* crop was recently scheduled as a cash crop by the Kenyan government and its marketing has been left to small scale farmers. There is need for appropriate marketing strategies to enhance sales performance of *Bixa* crop. Since no studies have been conducted on the influence of promotion strategy on the sales performance of *Bixa orellana*, the study addressed the research gap. The main aim of this study was to assess the moderating Influence of *Bixa orellana* Value Chain Government Policy on the Relationship between Promotion Strategy and sales performance. The study is based on the following theories; Resource-Based Theory, Competency Theory, and Distribution Channel Theory. The study adopted descriptive and exploratory research design mixed method approaches. The target population of the study was 2,419 Bixa farmers registered by the Ministry of Agriculture in Kwale County. A sample size of 106 farmers was drawn using simple random sampling technique. The study used structured questionnaire to collect the required data from the respondents. The study used descriptive statistics such as means, standard deviation and percentages and inferential statistics using Regression Analysis. The study established that promotion strategy influenced the sales performance of small scale *Bixa orellana* farmers in Kwale County, Kenya. The interaction of the moderating effect of Government policy on *Bixa orellana* value chain did not change the relationship between promotion strategy and sales performance of small scale *Bixa orellana* farmers. The findings from the study will be of importance to practice, marketing scholarship and Ministries of Industry, Trade and Cooperatives and Agriculture on Policy formulation for local and international marketing of *Bixa orellana* products. The study recommends that the Government of Kenya puts in place a policy framework now that *Bixa orellana* is a scheduled crop, to regulate and promote its production, processing and marketing. Small scale *Bixa orellana* farmers and marketers have knowledge from this study which is useful for the design and implementation of effective marketing strategies to increase sales performance.

Keywords: marketing strategy, marketing mix strategy, tangible marketing mix strategy, intangible marketing mix strategy, *Bixa* marketing strategy and sales performance

1. Introduction
Marketing is very critical in the performance and growth of a business and also innovation playing a significant role. According to Marjanova and Stojanovski (2012) [24], good marketing efforts contains sales and expansion, it also contributes immensely to the growth of market share in a competitive environment. Studies have shown links between marketing strategies and growth of business hence improving the performance of the business.
Marketing strategy (Dumitru, 2012) is recognized globally as a significant tool for an organization to remain in a competitive market environment. Owomoyela *et al*, (2013) [28] perceive marketing strategy as a technique of issuing valuable goods and services that gratifies client's needs. It offers a reasonable price, involves in wider supply and backs it up with operative promotion strategy (Owomoyela *et al*, 2013) [28]. Marketing strategies is a way of providing an excellent product that contents client needs, present reasonable price and appealing in wider delivery and have a real promotion strategy (Adewale *et al*, 2013) [1].
Marketing is undertaken through the four key elements known in the marketing mix. With the ever-rising

significance of the financial sector, there has been a rise in pressure for efficient marketing management and regulation of the company's financial services. According to Green, Whitten, and Inman (2014), it is vital to point out that marketing strategies are very important in the long run performance of an organization. According to Palmer (2011), organizations use marketing mix as part of their marketing strategy. Gronroos (2010) [18] upgraded the early version of the marketing mix from the 4Ps to 7Ps. This included people, physical appearance and process. The marketing mix is a mix of strategies or variables that managers are able to control. Marketing mix consists of 4Ps which helps a manager come up with strategies thus define the direction in which their marketing strategy will use in order to achieve and create a competitive advantage (American Marketing Association, 2008).
Saguti (2015) [30] asserts that the marketing mix is a model used by organizations to create and improve their marketing efforts. It is used to blend different factors in such a way that the organization is able to achieve its objectives and meet customers need. According to Palmer (2010), the marketing mix is a conceptual framework that marketing

managers use to come up with strategies that can use to target their market and meet consumer's needs. Marketing mix can also be used to develop long term and short term goals. According to Kiprotich (2012), the marketing mix is a set of marketing tools that organizations blend to get the response it wants from its target market. The marketing mix is grouped into four variables known as the 4Ps, the product, price, place, and promotion.

According to Kotler (2015), marketing strategies; product, price, place, and promotion are strategies that organizations use to react to market and internal forces that will enable an organization to achieve their objective.

1.1 Statement of the Problem

The demand for natural food colours is increasing both in local and international markets; in 2000 the demand was 2400 MT which increased to 3000 MT by the year 2005 and further increased to 8000 MT by the year 2010 and also increased to 15000 MT in 2015, due to growing consumer awareness of clean label products, health hazards associated with synthetic colours compared to health benefits of using natural food colours. *Bixa orellana* is a cash crop grown in the Kenyan Coast counties of Kwale, Lamu and Kilifi since the 1970s. The Bixa (Annatto) seeds are processed to produce Bixa (annatto) natural food colors. Despite its potential contribution to Kenya's economy and recent scheduling of *Bixa orellana* (GoK, 2019), the crop has not received adequate government attention in terms of policy that guides its production, processin and marketing. Further, the marketing of *Bixa orellana* in local and international market remains unclear with the major responsibility remaining with small scale farmers. There is need for appropriate marketing mix strategies to enhance sales performance of *Bixa* crop.

Previous studies have proved that an effective marketing mix can create and improve sales (Saguti, 2015) [30] and the right marketing mix strategies influence achievements of organizational objectives (Bintu, 2017; Muchoki, 2013; Lovelock, 2011). Hence the study investigated the Moderatting influence of *Bixa orellana* value chain Government Policy on the relationship between promotion strategy and sales performance. Since no studies have been conducted on the moderating influence of Government Policy *Bixa orellana* value chain on the relationship between promotion strategy and sales performance, there was a need to carry out this study to address this research gap.

2. Literature Review

Promotion strategy is the direct way an organization tries to reach its publics. Promotion strategy has remained the only way firms gain a competitive edge in the market. Promotion strategy involves the five elements of the promotion mix i.e. advertising, sales promotion, personal selling, public relations, and direct marketing (Czinkota and Ronkainen, 2004). In order to keep up with the competition and changing consumer needs and wants, firms are forced to adopt effective promotional strategies to promote growth beyond borders thus creating awareness and increase usage rates of their products and services. Promotional strategies enable firms to attract and retain customers thus increased growth in terms of return on investments due to expanded client base (Kotler, 2007).

According to Owomoyela, Oyeniy and Ola (2013) [28],

marketing strategy is a strategy that organizations use to provide their target customer with quality products, at affordable price, offer effective promotional strategy and interact with their distribution outlets hence creating demand for their products and increasing performance. Marketing mix is a business tool that is used by organizations to achieve a competitive advantage. Marketing mix refers to 4P's that organizations use in their marketing process to achieve organizational goals and meet customers' needs and wants. According to Brassington and Pettitt (2000) [9], the promotion strategy is the direct way in which an organization communicates the product or service to its target audiences. Further Aliata *et al*., (2012) [5] did a study on influence of promotional strategies on banks performance. A positive relationship was found to exist between promotional strategies expenditure and bank performance.

2.1 Promotion Strategy and Sales Performance

Hamed and Farideddin (2016) conducted research on the effects of promotion on perceived quality and repurchase intention. The study conducted a descriptive survey approach in terms of performance. Simple random sampling was done to select a sample of 230 customers of coffee shops in 5 districts of Isfahan. It was established that price promotion had a significant impact on perceived product and service quality. Bingqun, Kejia, and Tingju (2016) conducted research on analyzing the impact of price promotion strategies on manufacturer sales performance. Findings revealed that price promotion strategies affect sales performance.

Osman, Chan, and Foon (2011) conducted research on the simulation of sales promotions towards buying behavior among university students. The study sampled 150 respondents. Systematic random sampling was used. Data were collected using self-administered questionnaires. Findings revealed that there was a significant relationship between attitude towards price discounts coupons, free samples and "buy-one-get-one-free" with buying behavior.

Joshi, Prabhu, and Chirputkar (2016) [20] researched the impact of advertising and sales promotion expenses on the sales performance of Indian Telecommunication Companies. It was revealed that there exists a significant positive relationship between advertising and sales promotion on sales performance. Nana, Gloria, and Kwamena (2011) [27] conducted a research on the effect of marketing communications on the sales performance of Ghana Telecom (Vodafone, Ghana). Findings revealed that there was a strong relationship between strong relationships between sales promotion, advertising budgets, and total sales.

Festus (2016) [13] in his research on the impact of sales promotion on organizational performance case study of Guinness Ghana Breweries Limited. It was revealed that there was a positive and significant relationship between sales promotion and performance. According to a research done by Tandoh and Sarpong (2015) [31], on the impact of sales promotions on the performance of Auto-Mobile Industries in Ghana. It was established that sales promotion has a positive effect on organizational performance. Dangaiso (2014) [11] conducted a research on the effects of sales promotion strategies on company performance of Auto-Mobile Industries in Ghana, it was revealed that Findings revealed that use of sales promotional activities

such; as bonuses, price and contest sweepstakes has a positive influence on company performance.

2.2 Government Policy on *Bixa orellana*
For any organization, the marketing and broader business decisions are constrained, directed, and influenced by regulatory forces. Much of the regulations from the state is the result of an active political process (Kerin & Hartley, 2017) [21]. Kenyan Agricultural policy, post-independence, focused on three main areas: land transfer programs, smallholder development and promotion of cash crops by both smallholders and large-scale fanners (Jabara 1985) [19]. In 2003, the Kenyan government launched the Economic Recovery Strategy (ERS) for wealth creation which recognized the revival of Agricultural institutions and investment in Agricultural research, extension and marketing were critical and essential for sustainable economic growth. As a follow up of ERS, a strategy for revitalizing Agriculture (SRA) was launched in 2004. The SRA also gave policy directions and actions that needed to be taken in each agricultural subsector to achieve the vision. The SRA was followed by Vision 2030 which was launched in 2008 as the new long term development blueprint for the country. In vision 2030, Agricultural sector is considered critical in delivering the economic pillar component of vision 2030 where small holder agriculture will be transformed from subsistence to an innovative, commercially oriented and modern agriculture (GoK, 2010).

2.3 Knowledge Gap
2.3.1 Objective
The extent to which promotion strategy influences the sales performance of small scale Bixa orellana.

2.3.2 Empirical Review
Hamed and Farideddin (2016) established that price promotion had a significant impact on perceived product and service quality.

Bingqun, Kejia, and Tingju (2016) conducted research on analyzing the impact of price promotion strategies on manufacturer sales performance. Findings revealed that price promotion strategies affect sales performance. Aliata, Odondo, Aila, Ojera, Abong, and Odera (2012) [5], established that there was a positive relationship between promotional strategies and bank performance.

Festus (2016) [13] established that there was a positive and significant relationship between sales promotion and performance.

2.3.3 Knowledge Gap
The studies did not analyze the extent to which promotion mix strategy influences the sales performance of small scale Bixa orellana which is the knowledge gap the current study hopes to fill.

2.4 Theoretical Review
2.4.1 Resource-Based Theory
Resource Based View theory is defined by Rothaermel (2012) as a theory which emphasizes resources of a firm as fundamental determinants of performance and competitive advantage. It is a theoretical approach that considers strategies like diversification as a way of seeking new uses for resources already existing or filling gaps in the resource base of an organisation (Theuven, 2004). It is a perspective that drew more from Penrose (1959) theory of enterprise growth and was popularized by Wernerfelt (1984) [32] and Barney (1991) in their works. The traditional model of Resource Based View (RBV) was theorized in 1991 and is still acknowledged as one of the most capable models for studying and analysing resource strategy relationships 20 years later (Barney, Ketchen, & Wright, 2011) [7]. The view of the theory is that each organization is a collection of unique resources and capabilities.

The resources of a firm can be categorized into three; physical, human and organizational. These resources should be valuable, rare, inimitable and non-substitutable (VRIN) to enable a firm reach a sustainable competitive advantage (Barney, 1991). The perspective of RBV as remarked by Andreu, Claver and Quer (2008) is that the growth of a company requires a balance between exploiting the already existing resources in a firm and developing new ones. RBV leans towards the firm's sustainable competitive advantage, since it focuses on exploitation of its unique resources.

Fiol (2011) remarks that both the skills and resources and the way firms use them must constantly change, the leading creation of continuously changing temporary advantage. This suggests that it is the way resources are configured and not the capabilities as such that is the source of competitive advantage. The resource-based view of the firm predicts that certain types of resources owned and controlled by firms have the potential and promise to generate competitive advantage and eventually superior firm performance (Ainuddin *et al.*, 2012).

This theory emphasizes the use of the available resources as a source of competitive advantage. *Bixa orellana* as a promotion strategy is a skill, the farmers' knowledge and experience are human resource assets, the processors, and marketers are resources. These resources when well utilized will promote the production and marketing of *Bixa orellana* and enhance sales performance through sales earnings from Bixa. This theory was used to analyze promotion strategy (part of marketing mix strategies) as one of the marketing strategies influencing sales performance of small scale *Bixa orellana* farmers.

2.4.2 Competence Based Theory
The main proponent of Competence Based Theory is Pelikan (1988) who postulates that competence is economic information, on which the transferability of the other scarce resources depends, but which itself cannot be transferred or be measured reliably. Kaupila (2015) used Competence Based Theory to analyze Alliance Based Capabilities and Firms' performance and established that whereas co-exploration drives firm growth in the longer run, co-exploitation has a positive effect on firms' short-term financial performance.

Competence based theory is defined as an approach to managing business in a given way. On this approach, the business is an open system which interacts with the environment to obtain given resources and to improve their outputs. Based on this theory, the capacity of a firm is developed on the core competences which cannot be acquired by the competitors and also create more profits which provide the basis for firm performance (Prescott, 2011).

In the present dynamic business environment, the competitive position of a firm is challenged constantly by the growth of new technologies, products, the markets as

well as competitors. On the other hand, flexibility and adaptability have formed major concepts of management in developing sustained competitive advantage (Whetton, 2011) [33]. Competence based theory provides the foundation for firm competitiveness. It is one of the main studied theories pertaining to the influence of the strategies of a firm to improving its performance. This theory hence has a major role to play on evaluating the competitiveness of a firm and its sales that fit on the perception of the customers to improve their general performance in the market (Lovelock, 2011) [23]. Thus this theory aligns to a firm's ability to examine the dynamic business environment and develop strategies for survival.

Kurt and Hulland (2013) [22] observe that both initial public offering firms and seasoned equity offering firms adopt a more aggressive marketing strategy during the two years following their offering based on resource leverage to support their marketing plan. Gaure (2014) established that firms with more firm- and group-level international experience, have more technological and marketing resources are more likely to shift from exports to Foreign Direct Investment (FDI). Krush (2014) also observe that sales capability and the use of marketing dashboards contribute directly, but also have an interactive effect. This finding asserts the importance of integrating both sales and marketing operations. Sense making influences cost control and enhances customer relationship performance. This implies that sense making has the potential to simultaneously impact both cost efficiency and growth. Sense making plays a critical role in the firm's knowledge applications and is considered critical for the firm's success in learning about and responding to market changes.

Zhao *et al* (2015) [34] also found out that Product-positioning strategy (conceptualized as the degree of product differentiation) mediates the impacts of marketing resources, technical resources, and founding team startup experience on product success (conceptualized as timing of product launch and product market and financial performance). Founding team's startup experience moderates the impact of marketing and technical resources on building strong product-positioning strategy. The impact of marketing resources on product performance is smaller for founding teams with more prior startup experience than those with less prior startup experience.

Bixa Olllerana market is both local and international market which is very dynamic. There is need to constantly understand the market needs and align the market offerings to those needs in order to gain competitive advantage. Farmers will need to produce quality *Bixa orellana* both for the domestic and export market. The farmers require the knowledge on customer needs and align to serve those needs profitably in order to enhance their sales performance. This theory was used to analyze the influence of promotion strategies and the moderating influence of Government policy on sales performance of small scale *Bixa orellana* farmers in Kwale County, Kenya.
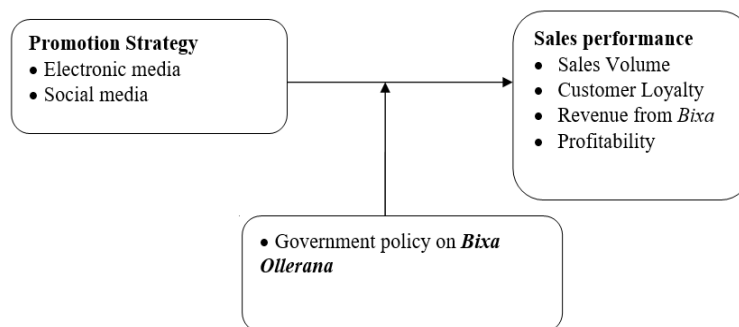
3. Conceptual Framework

Fig 1

The independent variables of the conceptualization are promotion strategy which was measured in terms of; electronic and social media promotion. The dependent variable is Sales performance of small scale *Bixa orellana* farmers in Kwale County Kenya, measured in terms of sales volume, customer loyalty, revenue and profitability from *Bixa*. The moderating variable is the Government Policy on the value chain of *Bixa orellana* by small scale *Bixa orellana* farmers in Kwale County. When effective promotion strategy is used in the production and marketing of *Bixa orellana*, sales performance is expected to improve and vise vase. When government policy on *Bixa orellana* value chain is introduced as a moderating variable, the relationship between the promotion strategy and sales performance is expected change or remain constant depending on how the policy affect the marketing mix strategies used by the farmers.

4. Research Design
The study adopted descriptive and exploratory research design mixed method approaches to assess the influence of marketing mix strategies on sales performance of small scale *Bixa orellana farmers* in Kwale County, Kenya. This design is useful when a researcher wants to collect data on phenomena that cannot be observed directly. Its advantage is that it allows collection of large amounts of data from a sizeable population in a highly effective, easily and in an economical way, often using questionnaires.

The study targeted 2,419 *Bixa orellana* farmers in Kwale County registered by the Ministry of Agriculture (GoK, 2018), Kwale County. According to Mugenda (2003) [25], a target population is defined as that population to which a researcher wants to generalize the results of the study. Bixa farmers in Kwale was ideal because they are already in the industry, which means they have an interest and are well versed on the factors influencing the production and marketing of *Bixa orellana*.

The sample size of 106 *Bixa orellana* farmers was obtained using the coefficient of variation**.** Nassiuma (2000) asserts that in most surveys or experiments, a coefficient of

variation in the range of 21% to 30% and a standard error in the range of 2% to 5% is usually acceptable.

$$S = \frac{N(Cv)^2}{(Cv)^2 + (N-1)e^2}$$

Where; S = the sample size
N = the population size
Cv = the Coefficient of Variation
e = standard error

Therefore, the sample size was:

$$S = \frac{2,419\,(0.21)^2}{(0.21)^2 + (2,419\text{-}1)\,0.02^2} = 105.486 \approx 106 \text{ farmers}$$

A simple random sample is one in which each and every member of the population has an equal and independent chance of being selected (Fraenkel & Wallen, 2000) [14]. It is the most desirable kind for almost every survey and is extremely important to the reliability and validity of the data. It is the best because it is most representative of the entire population. Simple random sampling technique was used to select 106 *Bixa orellana* farmers in Kwale County who formed the sampling frame for the study.

Descriptive and inferential statistics was used to analyze quantitative data after appropriate data coding. The relationship between the level of the independent and dependent variables was measured using regression analysis. This informed whether the independent variables significantly influence sales performance of small scale *Bixa Olleran* farmers and thereby test the research hypotheses. In order to combine the sub-variables into the main variable for analysis, the researcher using statistical formula aggregated the sub-variables.

5. Findings and Discussions
5.1 Descriptive Statistics

Table 2: Promotion Strategy

Promotion Strategy	SD (%)	D (%)	U (%)	A (%)	SA (%)
Print media advert	67 (63%)	7 (9%)	-	2 (2%)	27 (26%)
Sales promotion	55 (52%)	34 (32%)	1 (1%)	16 (15%)	0
Social media promotion	71 (67%)	31 (29%)	2 (2%)	1 (1%)	1 (1%)
Public relations campaign	4 (4%)	7 (7%)	1 (1%)	54 (52%)	37 (36%)
Electronic media is preferred	99 (93%)	6(6%)	-	1 (1%)	-

Key: SD = Strongly Disagree, D =Disagree, U = Undecided, A = Agree and SA = Strongly Agree

Table 1 presents results of promotion strategy. The results revealed that majority of respondents 72% disagreed that advertisement in the print media is made for *Bixa* customers in the local market compared to 28% who agreed. Findings on sales promotion established that majority of respondents 84% disagreed that sales promotion to encourage sales for *Bixa* produce is undertaken compared to 15% who agreed and 1% who were not sure. Further findings on social media promotion established that majority of respondents 96% disagreed that social media is used to sell *Bixa* products compared to 2% who agreed and 2% who were not sure. Concerning public relations, the study established that majority of respondents 88% agreed that public relations campaign to ensure a positive image for *Bixa* products and the farm is undertaken compared to 11% who disagreed and

1% who were not sure. Last, findings on electronic media promotion established that majority of respondents 99% disagreed that due to cost implications electronic media is preferred for international customers compared to 1% who agreed.

The findings on promotion mix strategy indicated that small scale *Bixa* farmers in Kwale County used only public relations campaign to ensure a positive image for *Bixa* products and the farm is undertaken. The farmers did not use the following promotion strategies in marketing *Bixa*; advertisement in the print media is made for *Bixa* customers in the local market, sales promotion to encourage sales for *Bixa* produce is undertaken, social media is used to sell *Bixa* products and that due to cost implications electronic media is preferred for international customers.

Table 3: Government Policy on *Bixa orellana* Value Chain

Policy Issue	SD (%)	D (%)	U (%)	A (%)	SA (%)
Regulates the industry	71 (67%)	32 (30%)	-	2 (2%)	1 (1%)
Government provides subsidies	72 (68%)	33 (31%)	-	1 (%)	-
Government extension officers	70 (66%)	33 (31%)	-	2 (2%)	1 (1%)
Roads network	15 (14%)	45 (43%)	14 (13%)	31 (30%)	2 (2%)
Information on marketing Bixa	58 (55%)	45 (42%)	2 (2%)	1 (1%)	-
Government Agency for Bixa	61 (57%)	43 (41%)	1 (1%)	1 (1%)	-
Information on new Varieties	64 (60%)	41 (39%)	-	1 (1%)	-
Policy on value chain	67 (63%)	36 (34%)	-	1 (%)	2 (2%)

Key: SD = Strongly Disagree, D =Disagree, U = Undecided, A = Agree and SA = Strongly Agree

Findings on Government Policy on *Bixa orellana* Value Chain shown on Table 4.13 revealed that majority of respondents 97% disagreed that the government regulates *Bixa* industry and updates farmers on prices compared to 3% who agreed. Concerning Government provision on subsidies, the study established that majority of respondents

99% disagreed that the government provides subsidies like fertilizer and land preparation for *Bixa* farming compared to 1% who agreed. Findings on Government extension officers established that majority of respondents 97% also disagreed that government extension officers provide technical training on *Bixa* farming compared to 3% who agreed.

Further findings on policy on road network revealed that about half of respondents 57% disagreed that the policy addresses Roads network in *Bixa* growing areas compared to 32% who agreed and 14% who were not sure. Concerning information on marketing Bixa revealed that majority of respondents 97% also disagreed that there is sufficient information and training on marketing of *Bixa* crop from Government officials compared to 3% who were undecided and 1% who agreed. Findings on Government Agency for Bixa established that majority of respondents 98% disagreed that there is a Government Agency charged with the promotion of bixa crop compared to 1% who were undecided and agreed respectively. Findings concerning information on new Varieties revealed that majority of respondents 99% disagreed that government extension officers have provide information on new varieties of *Bixa* crop to be planted compared to 1% who agreed. Last, concerning policy on value chain, the study established that majority of respondents 97% also disagreed that government policy on *Bixa* value chain is effective compared to 3% who agreed.

The findings on Government Policy on *Bixa orellana* Value Chain indicated that the Government did not have effective policy that supports *Bixa* production and marketing. This was evident with lack of effective policy on; regulation on *Bixa* industry and updates farmers on prices, provision of subsidies like fertilizer and land preparation for *Bixa* farming, extension officers provision of technical training on *Bixa* farming, policy that addresses roads network in *Bixa* growing areas, policy on sufficient information and training on marketing of *Bixa* crop from Government officials, policy on agency charged with the promotion, production and marketing of *Bixa* crop, extension officers provision of information on new varieties of *Bixa* crop to be planted and policy on *Bixa* value chain effectiveness.

The implication of respondents view on Government Policy on *Bixa* crop value chain is that although Kwale County is a reliable source of *Bixa orellana* crop for local and international market with existing potentiality in the production of the crop, there was inadequate Policy supporting the entire value chain in the County leading to less investment in the production and marketing of the crop.

Table 3: Bixa Sales Performance

Sales Performance	SD (%)	D (%)	U (%)	A (%)	SA (%)
Sales volume increased	0	0	0	68 (64%)	38 (36%)
Customer loyalty	1 (1%)	0	0	67 (63%)	38 (36%)
Sell all the *Bixa* produce*d*	3 (3%)	0	0	43 (41%)	60 (56%)
Sales revenue increased	0	0	0	30 (28%)	76 (72%)
Bixa profitable	0	0	0	20 (19%)	86 (81%)

Key: SD = Strongly Disagree, D =Disagree, U = Undecided, A = Agree and SA = Strongly Agree

Table 3 presents the results of Bixa sales performance by small scale farmers in Kwale County. Findings on sales volume revealed that all respondents 100% agreed that the sales volume of Bixa crop has increased since the marketing mix strategies were employed by the farmers. Further findings on customer loyalty revealed that majority of respondents 99% agreed the marketing mix strategies have lead to customer loyalty to the small scale *Bixa orellana* farmers compared to 1% who disagreed. Concerning sale of *Bixa* products revealed that majority of respondents 97% agreed that Kwale Small Scale *Bixa* farmers are able to sell to the mark*et al*l the *Bixa* that they produce compared to 3% who disagreed. Findings on increase in sales revenue revealed that all respondents 100% agreed that small Scale

Bixa farmer's sales revenue has increased and that Bixa farming has become profitable in Kwale County respectively.

This finding indicated that the use of marketing mix strategies improved sales performance of *Bixa* by small scale farmers in Kwale County. This was evident from the analyzed data where the respondents agreed that; the sales volume of Bixa crop increased since the marketing mix strategies were employed by the farmers, the marketing mix strategies lead to customer loyalty to the small scale *Bixa* farmers, Kwale small scale *Bixa* farmers were able to sell to the mark*et al*l the *Bixa* that they produce, small scale *Bixa* farmers sales revenue increased and that Bixa farming was profitable in Kwale County.

5.2 Inferential Statistics

Table 4: Relationship between Promotion Strategy Indicators and *Bixa* Sales Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.374	.185		23.692	.000
	Advert in print media	-.080	.029	-.310	-2.771	.007
	Sales promotion	-.084	.034	-.263	-2.480	.015
	Use of social media	.014	.044	.027	.311	.756
	Public relations campaigns	.075	.030	.218	2.514	.014
	Electronic media	.140	.071	.153	1.955	.053

Results from Table 4.30 present the outcome of the relationship between Promotion Strategy and *Bixa* Sales Performance. The study established that 3 out of the 5 sub-variable of promotion strategies had significant relationship with *Bixa* Sales Performance. Specifically, the study established significant relationship between advertisement in the print media and sale performance by of small scale

Bixa orellana farmers r = -0.080, p=0.007<0.05.
Additional 1 unit the small scale farmer would invest in print media results to -0.080 sales performance by small scale *Bixa orellana* farmers. The findings on advertisement is supported by Osogbo (2014) conducted research on the effects of advertising on organizational profitability. Findings revealed that advertising has an effect on

organizational profitability. It was revealed that sales promotion affects organizational performance and sales volume of the organization. Akanbi and Adeyeye (2011) [4] also supports the findings on advertisement on his study conducted on the association between advertising and sales volume in Nigerian Bottling Company PlcAkanbi.

The study established that there was a significant relationship between advertising and the sales of the company. Further findings established significant negative relationship between sales promotion and sale performance by of small scale *Bixa orellana* farmers r = -0.084, p = 0.015<0.05. Additional 1 unit in sales promotion results in -0.084 sales performance by of small scale *Bixa orellana* farmers.

The finding on sales promotion is supported by Mukorombindo (2014) [26] who researched the impact of direct marketing on sales performance at seed potato co-op. Findings revealed that there was a weak relationship between direct marketing and sales performance. This is due to lack of formal marketing plan, lack of customer database lack of market budget and poor communication. It was recommended that the company should use several direct marketing strategies. Afande (2015) [2] conducted research on the effect of promotional mix elements on the sales volume of financial institutions in Kenya at Kenya Post Office Savings Bank. It was revealed that sales promotion has the most effect on sales volume followed by personal selling, public relation then direct marketing which had the least effect on sales marketing.

The findings on sales promotion is supported by Osman, Chan, and Foon (2011) conducted research on the simulation of sales promotions towards buying behavior among university students. The study sampled 150 respondents. Systematic random sampling was used. Data were collected using self-administered questionnaires. Findings revealed that there was a significant relationship between attitude towards price discounts coupons, free samples and "buy-one-get-one-free" with buying behavior.

Findings on advertisement are further supported by several researchers; Dauda (2015) [12] conducted research on the effect of advertising on the sales revenue and profitability of selected food and beverages firms in Nigeria. It was revealed that there was a positive and significant relationship between advertising and firm profitability. However, that study also revealed that there was no positive significant relationship between advertising expenses and sales revenue of the companies. It was recommended that the organization should not only concentrate on advertising to increase sales revenue and firm profitability they should also use sales promotion, personal selling, publicity.

The hypothesis that Ho_4 promotion mix strategy has no statistical significant influence on the sales performance of small scale *Bixa orellana* farmers in Kwale County, Kenya was rejected. This was because three sub-variables of promotion mix; advertisement in the print media is made for *Bixa* customers in the local market, sales promotion to encourage sales for *Bixa* produce is undertaken and public relations campaign to ensure a positive image for *Bixa* products had significant relationship with sales performance of small scale *Bixa orellana* farmers in Kwale County. The promotion sub-variables that had insignificant relationship with sales performance of small scale *Bixa orellana* farmers were; social media is used to sell *Bixa* products and that due to cost implications electronic media is preferred for international customers. The researcher thus established that promotion strategy influenced the sales performance of small scale *Bixa orellana* farmers in Kwale County to great extent.

Table 5: Moderating Influence of Government Policy on *Bixa orellana* Value Chain

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.374	.185		23.692	.000
	Advert in print media	-.080	.029	-.310	-2.771	.007
	Sales promotion	-.084	.034	-.263	-2.480	.015
	Use of social media	.014	.044	.027	.311	.756
	Public relations	.075	.030	.218	2.514	.014
	Electronic media	.140	.071	.153	1.955	.053
2	(Constant)	4.291	.211		20.326	.000
	Advert in print media	-.087	.030	-.336	-2.884	.005
	Sales promotion	-.085	.034	-.266	-2.500	.014
	Use of social media	.018	.044	.036	.403	.688
	Public relations	.077	.030	.225	2.572	.012
	Electronic media	.131	.072	.144	1.819	.072
	Government Policy	.058	.072	.069	.814	.418

When Government Policy on *Bixa orellana* Value Chain was introduced as a moderating factor on the influence of sales promotion strategy and sales performance of small scale farmers of *Bixa orellana* in Kwale County, there was no significant change on the relationship. The study therefore concluded that Government Policy on *Bixa orellana* Value Chain does not have significant influence of sales promotion strategy and sales performance of small scale farmers of *Bixa orellana.*

6. Conclusions and Recommendations
6.1 Conclusions
The findings on promotion strategy indicated that small scale *Bixa* farmers in Kwale County used only public relations campaign to ensure a positive image for *Bixa* products and the farm is undertaken. The farmers did not use the following promotion strategies in marketing *Bixa*; advertisement in the print media is made for *Bixa* customers in the local market, sales promotion to encourage sales for *Bixa* produce is undertaken, social media is used to sell *Bixa* products and that due to cost implications electronic media is preferred for international customers.

The hypothesis that Ho_1 promotion strategy has no statistical significant influence on the sales performance of small scale *Bixa orellana* farmers in Kwale County, Kenya was rejected. This was because three sub-variables of

promotion mix; advertisement in the print media is made for *Bixa* customers in the local market, sales promotion to encourage sales for *Bixa* produce is undertaken and public relations campaign to ensure a positive image for *Bixa* products had significant relationship with sales performance of small scale *Bixa orellana* farmers in Kwale County. The promotion sub-variables that had insignificant relationship with sales performance of small scale *Bixa orellana* farmers were; social media is used to sell *Bixa* products and that due to cost implications electronic media is preferred for international customers. The researcher thus established that promotion strategy influenced the sales performance of small scale *Bixa orellana* farmers in Kwale County to great extent.

The study established that Government Policy did not have a moderating influence on the relationship between promotion strategy and sales performance. This was based on the evidence that when Government policy was introduced as moderating variable, it did not change the relationship between promotion strategy and sales performance of small scale *Bixa orellana* farmers.

6.2 Recommendations
The study recommends that the Ministry of Agriculture, Livestock and Fisheries develops policy that promotes *Bixa orellana* production, processing and marketing now that the crop was recently schedule. Third, *Bixa orellana* being an export crop and foreign exchange earner should be supported by the Government in terms of; introduce favourable tax incentives for inputs, developing trade policies to protect the small scale farmers. The government should promote preferential trading agreements and conditions for *Bixa* products with world trading partners to make the Kenya *Bixa orellana* competitive which in turn will increase and stabilize market demand and stakeholders' confidence. Such achieved confidence will lead to production and marketing of *Bixa* to achieve improvement in the small scale farmers' socio-economic status.

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