

The Impact of Marketing Strategy on the Sales Performance: A study of Micro and Small enterprises' owners

Impacto de la estrategia de marketing en el rendimiento de las ventas:
Un estudio de una muestra de propietarios de microempresas y
pequeñas empresas

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Abstract

The marketing strategies (7Ps) are the cornerstone of any enterprise. Therefore, the current research was designed to investigate the impact of marketing strategies on the sales performance of small and micro-scale enterprises in Duhok Province. In this regard, the research aims to test the impact of relationship marketing strategies (product, price, place, promotion, process, people, and physical evidence) on sales performance, as well as how they can be implemented and managed.

Undoubtedly, the current research relied on descriptive and analytical method to conduct this research. For this purpose, the data collection technique included a central and secondary source in order to provide a theoretical framework. As for data analysis tools consist of validity and reliability tests, descriptive statistics of participants and variables, correlation analysis, and impact factor analysis via using the most recent version of Statistical Package for Social Sciences (SPSS V. 28). Nevertheless, the present research employed a random sampling that consists of business owners of micro and small scale businesses in Iraq-Kurdistan region, which this research just selected Duhok governorate out of 4 cities. In contrast, the questionnaire survey is the key tool of this research, which was distributed to (150) business leaders (130) questionnaires were gathered, (123) surveys were validated and ready for data analysis and research tests with a response rate valued (82%) of the targeted sample, and reliability factor was (0.928).

As a result, several conclusions and suggestions were deduced from this research with an enormous majority of respondents of agreement scales valued (74%). Furthermore, the research concluded that there is a positive significant relationship and impact between marketing strategies (MS) and sales performance (SP) it infers this link is critical to expand profitability, productivity, and growth rates of micro and small areas.

Keywords

Marketing; strategy; sales; micro and small Enterprises, Duhok Governorate.

Resumen

Las estrategias de marketing (7P) son la piedra angular de cualquier empresa. La presente investigación se diseñó para investigar el impacto de estas estrategias de marketing en el rendimiento de las ventas de las pequeñas empresas y microempresas, en concreto en la provincia de Duhok (Iraq). En este sentido, la investigación pretende comprobar el impacto del marketing relacional (producto, precio, plaza, promoción, proceso, personas y pruebas físicas) en el rendimiento de las ventas, así como la forma de aplicarlas y gestionarlas.

La metodología empleada partió del método descriptivo y analítico. La técnica de recogida de datos incluyó una fuente central y otra secundaria con el fin de proporcionar un marco teórico. En cuanto a las herramientas de análisis de datos, consisten en pruebas de validez y fiabilidad, estadísticas descriptivas de los participantes y las variables, análisis de correlación y análisis factorial de impacto mediante el uso de la versión más reciente de Statistical Package for Social Sciences (SPSS V. 28). No obstante, se empleó un muestreo aleatorio que consiste en propietarios de microempresas y pequeñas empresas de la región de Iraq-Kurdistán, de las que esta investigación sólo seleccionó la gobernación de Duhok de entre 4 ciudades. Por el contrario, el cuestionario es la herramienta clave de esta investigación, que se distribuyó a (150) líderes empresariales (130) cuestionarios fueron recogidos, (123) encuestas fueron validadas y listas para el análisis de datos y pruebas de investigación con una tasa de respuesta valorada en (82%) de la muestra objetivo, y el factor de fiabilidad fue de (0,928).

Como resultado, se dedujeron varias conclusiones y sugerencias de esta investigación con una enorme mayoría de encuestados de escalas de acuerdo valoradas en (74%). Además, la investigación concluyó que existe una relación significativa positiva y el impacto entre las estrategias de marketing (MS) y el rendimiento de las ventas (SP) se infiere este vínculo es fundamental para ampliar la rentabilidad, la productividad y las tasas de crecimiento de las micro y pequeñas áreas.

Palabras clave

Estrategia; marketing; ventas; microempresas y pequeñas empresas; Gobierno de Duhok.

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1. Introduction

1.1. Introduction

Iraq must broaden its economic base and expand its international trade to develop and thrive. However, creating a more diverse economic base is essential for a sustainable and successful future (White, 2012). Necessarily the case, in today's globalized market, businesses see internationalizing their activities as a way to maintain their competitive advantages. In light of this, marketing strategy is an essential component for any business that wants to thrive in today's global economy (Faleye, 2022: 100). Currently, as is known in the business environment and client's behavior are constantly changing their consumption patterns, trends, fashions or customs sometimes rational, sometimes without any prevailing logic (Elías-Zambrano *et al.*, 2018; Jiménez Marín y Elías Zambrano, 2018).

The modern business world is marked by high levels of competition with a general emphasis on speed and change. Customers in the modern era have come to anticipate regular upgrades and additions of new features to existing products. In addition, the growth of new technology has significantly impacted how business is conducted and has opened up fresh opportunities in the market. Businesses must adapt to shifting market conditions and stay current with technological advances to remain competitive. Because of this, it is necessary to have a strong focus on the market while carrying out a product launch because knowledge of the market differentiates the winners from the losers (Al-Dmour *et al.*, 2019).

A market-driven approach is essential to achieving the market strategy needed to get the product to market. Market strategy is vital, especially for micro and small firms, since it helps discover other market actors who threaten their existence. Additionally, the marketing strategy assists micro and small businesses in developing a competitive advantage through greater consumer understanding and demand, which subsequently helps these businesses take a strong position in the market. In order to fight unemployment and other problems in developing countries, small and microenterprises need to be started. Micro and small enterprises dominate the business landscape in the Iraqi Kurdistan region, especially in the state of Duhok, because they can be established with less money and result in a high number of job opportunities being created.

However, in Duhok province, the reduction of poverty, the availability of alternative employment opportunities for individuals living in both urban and rural areas, and the creation of jobs are all factors that contribute to economic growth. Because of their considerable role as engines of employment, economic growth, and innovation, small and micro-enterprises are extremely important. As a result, the originality of the current paper outlines that the geographical scope which included Duhok City within 4 cities in Kurdistan region as well as business owners at only micro and small enterprises due to that the Duhok City interested in micro and small business.

1.2. Problem Statement

Marketing strategy has been an important aspect of objectives achievement in most organizations. Organizations' decision-making process on selection and implementation of appropriate marketing strategies make it possible for them to adhere to the objectives easily; however, most of them do not

meet their objectives, while others venture into different strategies due to the competition in the market (El-Ansary, 2006).

Nevertheless, business leaders use various techniques to implement marketing strategies. The modern market is growing at an incredible rate. New products flood the market day to day. A few decades earlier, there wasn't such a wide variety of strategies on the market. The businesses didn't have to worry about losing any of their present clients because the market was expanding, and there were plenty of potential new clients to attract. However, businesses now face some marketing realities due to rising levels of competition and market sophistication (Olubusola Temiloluwa *et al.*, 2022). On the other hand, the main purpose of this study is to identify the market strategies that have been applied to the micro and small enterprises in the Iraqi-Kurdistan region to support businesses and to improve sales, especially after the pandemic crises. Therefore, factors such as restricted access to open new businesses, poor management, lack of skills, governorate restriction, and insufficient capital contribute to running out a business, such as micro or small it leads to a decrease in sales performance and in the end, it affects the region's economy. Furthermore, following marketing strategies by micro and small enterprises is one of the best ways to increase sales volume and gain profit. Our region has not had a good marketing strategy experience, leading to decreased sales performance.

According to the literature, many studies have focused on how micro and small-sized businesses are affected by their performance. The marketing mix has been empirically examined by several academics in businesses. However, in the context of Iraqi Kurdistan, there appears to be a lack of literature on the impact of marketing strategy on the performance of enterprises. Because of this, the 7Ps need to be studied in micro and small-sized businesses in Iraqi Kurdistan. In order to bridge this gap, the current research will be conducted to scientifically investigate how marketing strategy (7Ps) impacts organizational performance in Duhok Governorate.

As a result, the research problem can be formulated by the following key questions:

1. Do micro and small enterprises at Duhok Governorate implement the marketing strategy to attain its goals?
2. Is there a significant correlation between marketing strategies dimensions and sales performance at the targeted sample?
3. Is there a significant Impact of Marketing Strategy on Sales Performance at the targeted sample?

1.3. Research Objectives

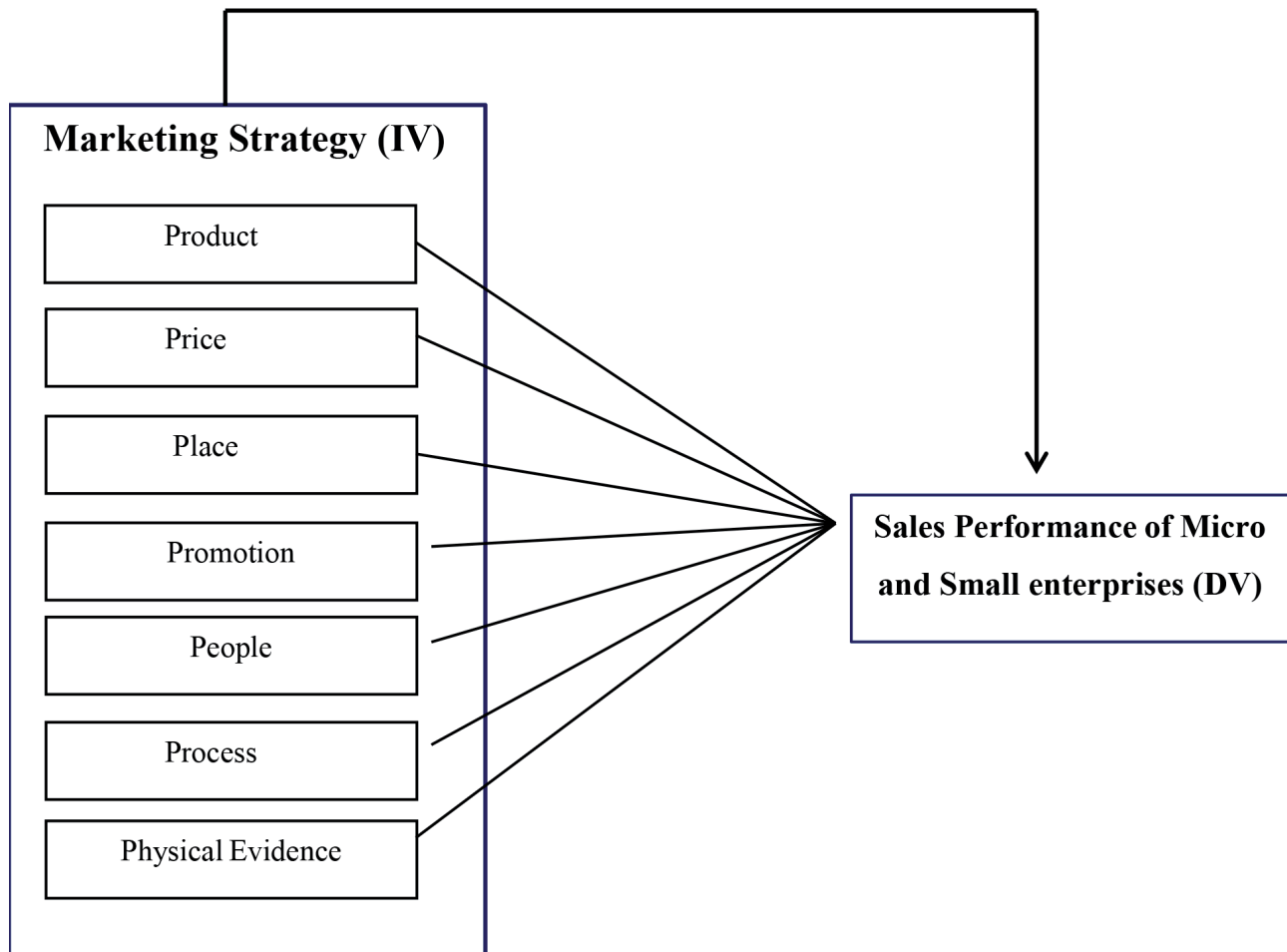
The main purpose of current research is to diagnose the impact of marketing strategy on sales performance in micro and small enterprises in Duhok province. Therefore, the research aims to achieve the following objectives:

1. To evaluate the association between Marketing Strategy and Sales Performance at the enterprises of the targeted sample.
2. To determine the impact of Marketing Strategy on Sales Performance at the enterprises of the targeted sample.

1.4. Research Model

This research adopted a model with two variables. The first one is a marketing strategy with seven dimensions (product strategy, pricing strategy, place strategy, promotion strategy, people, process, and physical evidence) as an independent variable. The second one is sales performance as a dependent variable. Figure (1) shows the model of this research.

Figure 1. Research Model



Source: Authors based on Literature Review.

1.5. Research Hypotheses

In the light of problem statement and its objectives, the current research formulated a set of hypotheses for both relationship and impact hypotheses as proposed by a set of authors (Alonso-Garcia *et al.*, 2021; Cuesta-Valiño *et al.*, 2023; Alonso-Garcia *et al.*, 2023):

- H1 There is significant relationship between Marketing Strategy and Sales Performance at level (0.05).
- H2 There is significant impact of Marketing Strategy on Sales Performance at level (0.05).

- H3 There is significant correlation and Impact between Product strategy and sales performance.
- H4 There is significant correlation and Impact between Price strategy and sales performance.
- H5 There is significant correlation and Impact between Place strategy and sales performance.
- H6 There is significant correlation and Impact between Promotion strategy and sales performance.
- H7 There is significant correlation and Impact between People strategy and sales performance.
- H8 There is significant correlation and Impact between Process strategy and sales performance.
- H9 There is significant correlation and Impact between Physical Evidence strategy and sales performance.

1.6. Research Significance

This research will be important to owners of micro and small businesses because most of them aim to increase their profit it will assist businesses in determining the most important strategies to enhance their sales performance. This research will come to a conclusion on how important marketing agencies are for an organization. In contrast, the government could also benefit from this research by adding new instructions to existing ones.

In this way, the current research will support to add new knowledge to the marketing strategy dimensions to make them better especially in the Kurdistan-Region and raising those concepts to make them more interesting to business leaders.

2. Literature Review

2.1. Marketing Strategies (MS)

Before the service idea was developed, the marketing mix included the 4Ps (product, pricing, promotion, and placement), but the marketing mix increased to 7Ps with the introduction of the service or the service concept, according to Shah (2012) it involves (Product, Price, Promotion, Placement, People, Processes, and Physical Evidence). Marketing objectives are defined by Kotler (1990) as a set of basic concepts by which the business unit hopes to attain them. Slater and Olson (2001) also define marketing strategy as decisions relating to market segmentation and targeting and the formulation of positioning strategies based on product, pricing, distribution, and promotion decisions. This study focuses on (7) marketing strategies peculiar to micro and small enterprises in Iraqi Kurdistan. These are product, promotion, place, price; process; people; and physical evidence.

2.1.1. Sub-variables of Marketing Strategies

The current study will illustrate the various dimensions as follows:

2.1.1.1. Product

A product is a term used to define what a company is selling and it contains all of the benefits, qualities, and advantages that clients can have from making use of the product (Jones & Morgan, 2014). Leonidou *et al.* (2002) conducted research on the marketing strategy, and as a result of this, the authors determined that product design, brand mix (including name, sign, symbol, and design), guarantee, customer service as pre-and after-sales services, and product benefits (including luxury, prestige, and quality) are all variables of the product marketing strategy. When a product achieves a balance between what customers want and what the product can provide, it can contribute to high levels of customer satisfaction. Most of the time, customers' wants change too often (Wilson & Gilligan, 2012) As a result, it is essential for businesses to remain current with the most recent trends regarding the requirements of their customers and the dynamics of the industry. It is attainable through gathering information about the market.

2.1.1.2. Price

This component refers to the amount of money that consumers must spend in order to obtain the service or product of their choosing. Pricing is an essential tactic in marketing, as it is the primary factor that affects a company's capacity to grow its client base and increase revenue (Tokman & Beitelspacher, 2011). Price is a big part of a buyer's decision, especially for price-conscious customers. Depending on the product or service being sold, the rate can be the same for everyone or change based on the company's choices and pricing strategy. The fee decision-maker changes depending on the size of the company. In small businesses, the boss is usually in charge of setting prices; in large corporations, product-line managers can help, with senior management setting price objectives and policies (Kotler & Keller, 2009). Setting prices that are too high or too low might have a negative impact on sales and profitability. The market forces of demand and supply, and also competitors' activities, are taken into account when businesses determine their prices (Shoham *et al.*, 2008). Seasonal pricing and reductions must be taken into account in order to attract more customers and keep a competitive advantage over competitors.

2.1.1.3. Place

Place refers to the physical location where a product can be seen, sold, or delivered to potential buyers. It can be a store with goods or an online store (Hu *et al.*, 2009). Place strategy is the method by which businesses decide where to put their stores and also how many shops to open so that customers can get what they need (Kanoga, 2016).

2.1.1.4. Promotion

Armstrong (2006) defines promotion as all activities used to promote items or services to the target market. Promoting products has become an important part of the product marketing mix, according to Kotler (2007) The corporation employs a unique combination to achieve its advertising and marketing

goals that includes advertising, sales promotion, public relations, and direct marketing. The term “promotion” refers to a broad range of tactics used by companies to raise awareness about their products among consumers. Because of the intangible nature of these services, it is difficult to sell them. The service industry employs two methods of sales: advertising and marketing through word-of-mouth (Suherly *et al.*, 2016).

2.1.1.5. People

When it comes to providing services, human interaction is becoming more and more vital. As in any service-based company, the first impression a customer has of an organization is based on the quality of its employees. It is likely that the person in question is a member of the service-industry workforce (Suherly *et al.*, 2016). According to Rahi *et al.* (2017), When it comes to recruiting and training the proper employees, successful companies get a competitive advantage by not just promoting and selling their products but also by creating and sustaining beneficial connections with their consumers.

2.1.1.6. Process

This component refers to the many steps and processes that must be completed before a product or service can be made available to clients (Hochbaum, Moreno-Centeno, Yelland, & Catena, 2011). If you have efficient processes, you can guarantee that your products will be delivered to your clients quickly and on schedule. As a result, it improves the efficiency of the firm, which results in time and resource savings. Additionally, processes make it possible for companies to provide clients with the same consistent level of service on a consistent basis (Kyrgidou & Hughes, 2010). According to Sabu and Shaijumon (2014), “process” refers to all of the actual steps that must be taken to get the carrier to its destination, as well as the underlying mechanisms that enable those steps to take place. The term “process” refers to how a service is provided by following specific steps, processes, and general guidelines.

2.1.1.7. Physical Evidence

Physical evidence is closely linked to the tangible dimension of the marketing mix, according to Lovelock and Wirtz (2004), because clients generally perceive tangibles such as office structures, server designs, and staff physical appearances.

2.2. Sales Performance (SP)

Both the outcome and the behavioral components of sales performance have been conceptualized. There is a direct relationship between one’s participation in one’s work and one’s sales performance, as performance-oriented salespeople have traditionally interpreted sales results as evidence of their behavioral performance on the job. In other words, employees who are dedicated to their jobs are more

likely to go above and beyond, which in turn boosts productivity (Silva & Jiménez, 2011). The effectiveness of an organization's sales performance is one of the most important factors in determining that organization's level of prosperity and ability to continue existing (Groza *et al.*, 2016). The management needs to conduct periodic measurements in order to establish and maintain high sales performance. This will allow them to formulate better strategies, adjust their expectations, and provide feedback on how well the company has done in terms of its sales. Additionally, the leadership needs to create incentive measures that will push the sales personnel to achieve their sales targets (Hodge, 2018).

Sales performance is the sum of sales effectiveness and sales efficiency. Sales effectiveness is the ability of a company's sales professionals to "win" at each stage of the customer's buying process, resulting in the business earning money on favorable terms and in a timely manner (Farris *et al.*, 2010; Dean, 2015). according to Hutt & Speh (2013). The term "sales" is used to describe any business transaction in which one party exchanges money for another party's products or services. Dean (2015) argues that in order to reduce sales costs and secure long-term success, businesses in all sectors, regardless of size, must focus on developing and improving their sales performance.

2.3. Previous Studies

This section will address to provide a related study that correlates to the current research it will be ranked from the recent one to the older one. In this hence, according to (Hailemariam, 2020), The study indicated that the MSE's sales performance is significantly affected by the independent variables (the selected marketing strategy variables), but not by the product, location, or promotion. In addition, each one makes a distinct contribution to the SMEs of sales performance. This also demonstrates the significance of a marketing strategy, regardless of the size of the enterprise. Its success is directly related to the marketing strategy that was employed.

As for Elefachew (2021) evaluated the impact of a marketing strategy on SMEs. The study analysis research came to a number of conclusions, the most important one is related to that the study found that independent variables such as product, price, place, promotion, customer orientation, and relationship marketing strategy have a significant impact on SME performance, but each has its own distinct contribution and effect on SME performance.

According to Mustapha (2017), a marketing strategy is an essential instrument for any small and medium-sized enterprise (SMEs) that wishes to thrive in an increasingly competitive market environment. An organization will not be able to thrive in today's highly competitive environment or achieve outstanding performance if it doesn't have an effective marketing strategy.

According to (Ebitu, 2016), marketing strategy is about producing a quality product that meets clients' wants, offering an affordable price, participating in wider distribution, and promoting it effectively. Marketing strategy is essential for industry to increase market share and reduce competition.

In (2015), Ardjouman and Asma conducted a study on "Marketing Management Strategy Affects the Performance of Small and Medium Enterprises (SMEs) in Cote d'Ivoire." Researchers found that SMEs' marketing tactics and structures were affected greatly by external factors such as incentives, laws, and

infrastructure concerns. According to the results of the research, the planning feature is being used correctly, but, the management noted that assets were needed to put the strategies into practice.

Moreover, (Njoroge, 2015) looked at the marketing strategies and results of small and medium-sized businesses in Kenya. Based on what the study found, it was decided that marketing strategies affect how well small and medium-sized businesses in Kenya do. The study also comes to the conclusion that SMEs' overall performance is affected by how they manage their relationships with customers. The study came to the conclusion that marketing strategy affects overall performance and that marketing strategies cause small and medium-sized businesses to do well overall.

Another study was performed by (Dzisi and Ofosu) on marketing strategies and the performance of small and medium-sized businesses in Ghana in (2014). Standard results suggest that strategic marketing is a driver of an organization's positioning in a changing environment and that it helps improve new products and services for existing markets. The study's results also show that neither the traditional nor the non-traditional strategies are better than the others. For SMEs, the best way to communicate and market themselves is to find the right mix of both.

In this hence, a marketing strategy has become a vital part of any company's overall strategy in order to remain competitive in today's global marketplace. An effective marketing strategy is essential to a company's capacity to grow its market share while also limiting the negative effects of competition. (Adewale, Adesola, & Oyewale, 2013).

As a result, the current research will have gained its benefits from those studies in many areas such as adopting questionnaires, methodology to be adopted, research model, selecting items, choosing sample area as displays in next sections.

3. Methodology

3.1. Research Methodology

This section addresses the methodology applied in the current study to test the impact of marketing strategy on sales performance as an explanatory study in a sample of micro and small businesses in the Duhok Province, and subsequently replies to the questions of the problem and examines the hypotheses of the research. The present study relies on a descriptive-analytical design that helps researchers in determining the correlation between variables. Correspondingly, this approach attempts to describe the study problem's characteristics accurately and adequately, while the hypotheses have been drawn up to achieve this purpose that uses statistical techniques.

3.2. Data Analysis Tools

The present research has adopted a set of statistical techniques to diagnose its hypotheses as follows:

The research adopted the questionnaire survey to gather the main data through using a Five - Point Likert-type (Agreement-Scale) to investigate agreements degree with items. In this hence, the participants of the survey responded with a range from (1-strongly disagree, 2- disagree 3- neither agree nor disagree, 4- agree, and 5- strongly agree). Consequently, it involves three sides. The first side encompasses demographic data such as (Gender, Age, Educational Level, Enterprise's Job, Enterprise's Sector, and Enterprise's duration). Second side, it includes IV (Marketing Strategy) which have (24) items. The third side involves DV (Sales Performance) that have (7) items. As a result, the survey indicators which adopted from a set of references such as (Hailemariam, 2020; Gituma, 2017; Muola, 2017), Moreover, Reliability Analysis, descriptive statistics, Mean, percentages, variation, STD, correlation via (Pearson technique), Impact factor analysis via (enter method).

4. Outcomes & Discussions

4.1. Target Population and Sample

The targeted population of the research was the micro and small scale of enterprises within Duhok governorate. For this justification, the research sampling frame was drawn from Duhok Micro and Small Enterprise [Barbershop, Market Store, Bakery, Sewing, Restaurant, Clothes Shop, Others includes: the olive oil industry, construction, Dairy products, and made industry]] sectors.

As a consequence, Informal definition of micro and small enterprises in Iraq, as for Micro businesses the Eligibility amount should be less than (5000 \$) with staff size (1 to 2) persons, on the other hand Small businesses the Eligibility amount should be (5001 \$ - 250000 \$) with staff size (3 to 9) persons (Louis Berger Group, 2010).

Accordingly, the present research used a random sample method that consists of business leaders at the micro and small scale businesses in Duhok governorate. In contrast, the questionnaire survey has been distributed to (150) business leaders of the targeted population and sample, where (130) questionnaires were collected, and (123) surveys are validated for data analysis.

4.2. Validity of Tools

In order to emphasize validity, the current research applied a variety of methods, including a literature review, the questionnaire was sent a number of judgments to make sure the items and statements. Accordingly, literature was reported from specialized recent publications including journals, textbooks, articles, etc., with the goal of using only credible sources for data analysis

On the other hand, the questionnaire has been translated from its original English form into the Arabic language to make it more accessible to wider participants for understandability. Correspondingly, a preliminary test of the questionnaire was administered to (25) business leaders in order to gather comments for improving the tool validity in accordance with content validity.

4.3. Reliability Analysis

The present research has adopted the Cronbach's Alpha technique, as displays in table (1). Further honestly, in social sciences studies, the reliability standard value must further than (0.60) based to (Lavrakas, 2008). As a consequence, the total reliability value is (0.928), that's greater than the threshold value (0.60), it means the questionnaire surveys are reliable to test the research field. Correspondingly, the Cronbach's Alpha score was recorded (0.918) for Marketing Strategy and (0.907) for Sales Performance. Nevertheless, the pricing strategies had recorded the highest reliability (0.935), and promotion (0.915) as a lower score.

Table 1. Reliability Analysis (Alpha-Cronbach method)

Variables	Sub-variables	Cronbach's Alpha	Items No.
Marketing Strategy (IV)	Product	0.923	5
	Price	0.935	4
	Place	0.916	4
	Promotion	0.915	4
	Process	0.918	2
	People	0.916	2
	Physical Evidence	0.925	3
Total Indicator For (IV)		0.907	24
Sales Performance (DV)		0.918	7
Total Statements		0.928	31

Source: Own elaboration.

4.4. Background Information for Participants Profile

Table (2) displays a descriptive analysis of respondents. Thereupon, as for **Gender Participants**, the outcomes showed that (75.6%) of the respondents are males, while (24.4%) of participants were females. Afterwards, the outcomes regarding **Age participants** indicated that (33%) of participants were between (31-40 years) which is an upper range, meanwhile, the lower range was between (41-50 years) recorded (21%). Moreover, according to **Educational level respondents**, the outcomes figured out that the most respondents are at university level which scored (33%), while approximately (29%) respondents are holding institution diplomas, meaning (57%) of participants are attaining the higher education in order to raise their skills and talents. In this context, regarding **Enterprise's Job**, the findings display that (55.3%) of respondents are heading Micro-Business, this indicates that in the Duhok Governorate the business owners are initiate projects from (1 to 5) people. Hence, as for Small-Business were accounted (45%). Additionally, in terms of the **Enterprise's Sector profile**, the outcomes revealed that (21%) of participants were from other sectors such as (the olive oil industry, construction, Dairy products, and made industry), this indicates the respondents are in different sectors of enterprises.

In this manner, clothes shops, barbershops, market stores, restaurants, Sewing, and Bakeries are scored as (17.1%), (15.4%), (13.0%), (12.2%), (8.9%) respectively. Ultimately, the result of the **Enterprise's Duration profile** pointed out that (52%) have been working on enterprises within the range (above 10 years), which means a higher bound range of working on micro or small businesses, as well as (24.4%) those of surveyed were in (6 - below 10 years) range, whereas (23.6%) of those respondents were in range (1 - below 5 years).

Table 2. The Descriptive Analysis for the Respondents

Characteristics	Category	Frequency	%
Gender	Male	93	75.6%
	Female	30	24.4%
Total		123	100%
Age	20 - below 30 years	29	23.6%
	31 - below 40 years	41	33.3%
	41 - below 50 years	26	21.1%
	above 50 years	27	22.0%
Total		123	100%
Educational Level	below than High School	40	32.5%
	Vocational Diploma	14	11.4%
	Institution Diploma	28	22.8%
	University Level	41	33.3%
Total		123	100%
Enterprise's Job	Micro Business	68	55.3%
	Small Business	55	44.7%
Total		123	100%
Enterprise's Sector	Barbershop	19	15.4%
	Market Store	16	13.0%
	Bakery	11	8.9%
	Sewing	15	12.2%
	Restaurant	15	12.2%
	Clothes Shop	21	17.1%
	Others	26	21.1%
Total		123	100%
Enterprise's Duration	1 - below 5 years	29	23.6%
	6 - below 10 years	30	24.4%
	above 10 years	64	52.0%
Total		123	100%

Source: Authors from SPSS Results.

4.5. Statistical Description for Research Variables

The outcomes for both marketing strategy and its sub-variables and sales performance are reported in the table (3). Arguably, the variables were ranked at overall stages based on the participant's agreement value.

In this manner, (**People Strategy**) at the first stage an agreement score valued (80.9%), while the total mean was recorded (4.00) and Standard deviation (STD) reported (0.88), besides the variance coefficient reported (22%). Arguably, this mean that clients are key resources for macro and small business due to the significance of clients which recently ranked at the top level of management, as mentioned in targeted sample.

Afterward, (**Promotion strategy**) at the second level with approval record totaled (80.5%), whereas the overall mean was valued at (3.96) and STD recorded (0.89), hence the variance valued (22.5%). As a result, this indicated that the promotion is a fundamental pillar in order to introduce and launch micro or small enterprises to communities, also promotion is a financing source because the other marketing mix pillars are the cost on enterprises but if enterprises have a suitable promotion style it will be gaining a profit.

Lastly, the total indicator of all items based on the approval range was reported further than (74%), besides the disagreement was valued at (11.7%), as for total mean, STD, and Variance were recorded as (3.85), (0.96), and (25.2%) successively.

Table 3. Survey Outcomes and Ranking the Ordinal Significance for All Variables

/	Response scale					Agreement Ratio	Mean	STD	Variance	Ordinal
	1-Strongly Disagree	2- Disagree	3- Neither agree nor disagree	4- Agree	5- Strongly Agree					
People	0.8	7.3	11.0	52.4	28.5	80.9	4.00	0.88	22%	1
Promotion	1.6	7.3	10.6	54.9	25.6	80.5	3.96	0.89	22.5%	2
Place	3.0	7.1	10.8	56.1	23.0	79.1	3.89	0.94	24.2%	3
Product	3.7	6.8	10.7	36.6	42.1	78.7	4.07	1.04	25.6%	4
Process	0.4	8.1	18.7	51.6	21.1	72.7	3.85	0.86	22.3%	5
Physical Evidence	3.8	15.4	11.1	48.2	21.4	69.6	3.68	1.03	28%	6
Price	3.3	14.2	20.9	38.6	23.0	61.6	3.64	1.08	29.7%	7
Sales Performance	1.7	9.3	14.4	58.3	16.3	74.6	3.78	1.04	27.5%	-
Average	2.3	9.4	13.5	49.6	25.1	-	-	-	-	-
Total	11.7%		13.5%	74.7%			3.85	0.96	25.2%	-

Source: Authors from SPSS Results.

4.6. Relationship Analysis

In order to test research hypotheses, the present research implements Pearson correlation test. In this sense, the research found that there is a significant positive correlation among the marketing strategy and sales performance and the relationship factor is (0.760**), which is a considerable value at (0.01) at the comprehensive level and significantly associated. Arguably, these outcomes implied a significant link between marketing strategy and sales performance, while this relationship is crucial for the expansion and profitability of micro and small businesses. In addition to increasing productivity and growth rates, cultivating this connection and facilitating among sectors will support the empowerment of the micro and small foundations because most work begins from simple ideas and enterprises.

In this regard, the research approved the correlation (H1) which refer that [There is significant relationship between Marketing Strategy and Sales Performance at level(0.05)]. Concurrently, regarding correlation among marketing strategy sub-variables and sales performance implies that there is a significant positive correlation with values (0.604**), (0.384**), (0.623**), (0.689**), (0.706**), (0.604**), and (0.586**) successively at the significant level of (0.01) as indicated in table (4):

Table 4. The Correlation Analysis for Study's Variables

Marketing Strategy (IV) (DV)	Product	Price	Place	Promotion	Process	People	Physical Evidence	Total Indicator
Sales Performance	0.604**	0.384**	0.623**	0.689**	0.706**	0.604**	0.586**	0.760**

Source: Authors from SPSS Results. N = 123 ** P ≤ 0.01, * P ≤ 0.05

4.7. Regression Analysis

The current research relied on a simple and multi impact factor analysis via (Enter Method) as displayed in the table (5) which outlines that there is a positive significant effect of Marketing strategy on Sales Performance that interprets approximately (58%) of change of Marketing Strategy and its sub-variables implies the sales performance in the side of (R²). Whereas in reality this ratio indicated that the residual factors which valued (42%) driven by other variables that affect sales performance that proved the (F) average value that scored (164.95) that has upper than the benchmark (3.92), and which also has a (DF) degree of freedom (7, 115) at the standard level of significant of P-Value (0.05). Moreover, as for (T) calculated value which recorded (12.84) that greater than the (T) correspondent table value which valued (1.66). Correspondingly, as for sub-level ratio, the outcomes figured out that there is a positive significant effect of marketing strategy and its sub-variables on Sales Performance. Accordingly, the regression analysis factor was approved via counted (T) value were recorded (8.33), (4.57), (8.76), (10.46), (10.96), (8.33) respectively which upper than the constant value (1.66). Concurrently, based on the R square (R²) score which has been recorded (0.364), (0.147), (0.388), (0.475), (0.499), (0.365), and (0.343) respectively, this implies the impact of efficiency (IV) marketing strategy graded as (64%), (76%), (62%), (53%), (50%), and (66%) for 7Ps (Product, Price, Place, Promotion, Process, People, and Physical Evidence) sequentially.

As a consequence, the research has been supported by proving impact hypothesis (H2). Foundationally, those outcomes are aligning with the findings of (Jiménez-Marín *et al.*, 2021; Elefachew, 2021; Mustapha, 2017), who both explicitly stated the significance of marketing strategies (7Ps) in the field of Small and Medium enterprises performance in Ethiopia also have a positive association between marketing strategies and businesses in term of small scales in Nigeria.

Table 5. The Impact Factor for Research Variables

(IV) Marketing Strategy	R ²	Sales Performance						Degree of Freedom
		F		BETA		T		
		Calculated	Tabulated	B0 Constant	B1	Calculated	Tabulated	
Product	0.364	69.38	3.92	0.60	0.56	8.33	1.66	Regression 7
Price	0.147	20.93	3.92	0.38	0.29	4.57	1.66	
Place	0.388	76.81	3.92	0.62	0.60	8.76	1.66	
Promotion	0.475	109.46	3.92	0.68	0.64	10.46	1.66	Residual 115
Process	0.499	120.28	3.92	0.70	0.66	10.96	1.66	
People	0.365	69.488	3.92	0.60	0.54	8.33	1.66	
Physical Evidence	0.343	63.20	3.92	0.58	0.50	7.95	1.66	
Total Indicator	0.577	164.95	3.92	0.76	0.87	12.84	1.66	

Source: Authors from SPSS Results. N = 123 P ≤ 0.05

5. Discussion of main Outcomes, Conclusions, Suggestions

5.1. Conclusions

In the light of research results, the current research implies various conclusions as shown below:

As for the background information for participants' profile and response rate: First of all, the respondent response rate was (82%), this meant the current research revealed a targeted number of answering the survey. In this regard, the research attained its goals.

Most of participants were male (75.6%) and the other ones are female (24.4%) that are working in micro small enterprises. Hence, according to the Age profile, the main range was between (31 -40) years with (33%), this meant this age is the suitable one for holding micro or small business. Afterward, in the light of Educational level, the research found most of the respondents were at university level with (33%)

which implies the participants paid attention to raise their skills regarding project management skills, small business, and micro business.

In the term of Enterprise's Job, most respondents headed micro businesses (55.3%), which contains from (1 to 5) individuals, besides this meant any business starts with micro then it will build up and grow. Moreover, as for Enterprise's Sector respondents, the (21%) of participants were from different micro and small businesses such as (the olive oil industry, construction, Dairy products, and made industry). Lastly, according to the Enterprise's Duration profile, most of those enterprises are upper than (10 years) with (52%) at the stable stage.

In terms of reliability analysis, the current research has used the Cronbach's Alpha method, the overall reliability value is (0.928), this outlines that the research items were reliable and suitable for a research sample.

In terms of statistical findings, as for descriptive statistics of research variables, the most significant variable was (people strategy) was scored at the first level with an approval ratio recorded (80.9%), average Mean (4.00), (STD) valued (0.88), and variance (22%), this infers the clients are the most valuable asset for micro or small or any business, apart from product or service. Therefore, no clients mean constant sales level. As a result, clients are significant components which were ranked at the top of the hierarchy. Arguably, the overall index at the holistic level according to agreement scale was asserted at upper than (74%), whereas the disapproval range was recorded (11.7%), regarding the average Mean, STD, and Variance were scored as (3.85), (0.96), and (25.2%) respectively.

In the light of association outcomes, the current research pointed out that there is a positive significant association with (95%) confidence interval between marketing strategy with its sub-variables and sales performance, that reported (Product, Price, Place, Promotion, Process, People, and Physical Evidence) successively, besides the total correlation factor was (0.760**), this infers a remarkable connect between (MS) and (SP), while this correlation is central for the expanding and profitability of micro and small enterprises. Moreover, to improve productivity and growth rates, cultivating this relationship and facilitating among sectors will help to enable the micro and small enterprises due to most projects beginning from simple ideas and businesses. As a result, the current research has supported the alternative correlation hypothesis (H1) which reported that [There is significant relationship between Marketing Strategy and Sales Performance at level (0.05)].

In the context of impact factor findings, it illustrates statistical significance at a significant level (0.05) for all (IVs). Besides, relied on the (R^2) outlines were recorded approximately (58%), this infers the marketing strategy contributes practically and significantly to increase the sales rates, also the growth and profitability of enterprises. About (42%) of the variation in sales performance can be attributed to other factors that were not taken into account in this research. Eventually, the present research supported alternative regression hypothesis (H2) refers that [There is significant impact of Marketing Strategy on Sales Performance at level (0.05)].

This research demonstrates that effective association with a decision for a micro and small enterprises can be related to (7Ps) due to the rational relation between MS and OP. It's support for the micro and small projects to have this processing done from various different areas, as it allows them to better oversee the emergence of relevant data sets. The factors that affect a sales performance need to be better managed in order to make a bigger impact in future areas. Arguably, the (7Ps) is the backbone of

any enterprises, it must be used on micro and small businesses to pay attention to provide sound marketing strategies.

As a result, the time involved in distributing the surveys and the sample's concern for filling them out and returning them are two of the study's major drawbacks. Participants were encouraged to clarify any survey statements they were unable to understand by being told they could ask follow-up questions. Many more respondents were able to complete and submit their questionnaire survey as a result of this.

5.2. Theoretical Implications

The micro and small enterprises leaders could employ the information gained in this research to improve their chances of increasing sales and building a loyal client base. Also clients will be able to support through informing abovementioned business leaders on clients' observations with the enterprises and offering suggestions for how to improve products and services. Hence, because of business competition at the micro and small enterprises the business owner should improve and produce marketing plans that meet the needs of clients. Even though marketing strategies from other service providers are similar, it is suggested that all marketing strategies be used to stand out and get clients' attention. Therefore, marketing strategies should get standard and up-to-date training on each of the elements of (7Ps) information so that they have the most up-to-date knowledge and skills to handle the (7Ps) and make sure that (7Ps) information is highlighted so that clients can learn further.

In this manner, Getting the sales team and marketing management on the same page is a major limitation for any enterprise. While this may appear to be an easy mission that can be done it by adjusting the reporting and enterprise structures, it is anything but. When you boil down the fundamental roles of marketing and sales departments, the business finds that marketing is responsible for creating strategy, and sales are in charge of putting it into action. The value proposition is created by marketing, while salespeople are responsible for protecting and promoting it. Besides, in order to maintain a steady stream of customers, Business leaders only need to regularly upgrade the quality of their goods and services. Besides, in order to increase clients' buying of businesses' products, the project needs to do things like giving away free samples, lowering prices, offering bundles with additional items, etc. Also, business owners should always research to determine where their products fall short of customer expectations and prefer to provide consumer relationship management.

5.3. Practical Implications and Future Direction

Marketing strategy is the backbone of business success. Therefore, there is a paucity of studies regarding marketing strategy in the Kurdistan region. In this regard, this research investigated the impact of marketing strategy on sales performance from a business owner's perspective in the Kurdistan region at Duhok City. Afterwards, the current study found that micro and small enterprises need to give equal significance stages of confirmation to the key factors of the marketing strategy as strategic instruments to survive and succeed in performance in either financial or non-financial areas. Additionally, business owners should provide a clear price strategy and mission that resonates with their target audience and differentiates them from competitors. Besides, enterprises should continuously evaluate and adapt their marketing strategies based on performance data and customer

feedback as well as businesses can develop and execute marketing strategies that effectively reach and engage with their target audience and drive business growth. As for future scope of research, due to the study's focus on micro and small enterprise in only the Duhok governorate, upcoming related research prefers to be conducted in other cities in the Kurdistan-region to expand the sample frame. Besides, involving an expansion scope to the micro, small, medium enterprises participation in order to provide applicable findings, this is for if they conduct a primary data. on the other hand, if they perform secondary data, in order to verify the effect of marketing strategies on sales performance over a minimum 10-year time frame. Since there are likely to be additional factors that have not yet been discovered in the study but can significantly influence sales performance, future researchers may use the same study.

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