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DYNAMICS OF MARKETING SUPPORT SERVICES AND PERFORMANCE OF HANDICRAFT EXPORTING MICRO AND SMALL ENTERPRISES IN TANZANIA

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Abstract

This study examines the contribution of marketing support services on the performance of exporting handcraft Micro and Small Enterprises (MSEs) in Tanzania. The Marketing Mix Theory and Positivism Approach are the key theory and research philosophy underpinning this study. Descriptive research design was adopted and data were collected using questionnaire and interview to 171 owner-managers of exporting handicraft MSEs in Dar es Salaam Tanzania. Questionnaire was tested for validity and reliability of each variable constructs. Quantitative and qualitative techniques were used to analyze data. Strength of linear relationship between variables of the study was determined by using Pearson product-moment correlation coefficient (r). Principal Component Analysis (PCA) was used to establish the appropriateness of the questionnaire constructs. Binary logistic regression analysis was performed to test the significance of the influence of the independent variable on the dependent variable. This study established that there is a significant relationship between marketing support services and

performance of handicraft exporting MSEs. It is concluded that marketing support services have strong impact on the performance of exporting MSEs. Detailed recommendations have been provided to entrepreneurs in the handicraft industry, regulatory agencies, government agencies offering marketing support services at all levels, and policy makers so that the identified gaps can be closed. It is expected that findings of this study will serve as a frame of reference to future research studies and projects in the areas of entrepreneurship development, international marketing and export trade.

Keywords: Marketing support services, performance, Exporting handicraft MSEs and Tanzania

INTRODUCTION

MSEs are the engine of global economic growth as they constitute over 90% in the economies (Rao and Joshi, 2011). They are a very important economic base for any economy (Lameck, 2014). MSEs economic impacts are measured by their contribution to output, employment, income, investments, manufactured exports (Ngugi, 2012), Gross Domestic Product (GDP), government revenue, poverty alleviation and economic development (Okeyo, Gathungu, & K'Obonyo, 2014; Kazungu & Panga, 2015). Their global percentage contributions to a country's GDP are 50% in UK, 57.0 % in Germany, 60.0 % in China, and 55.3 % in Japan, about 18% in Kenya (Katua, 2014), over 70 % in Uganda (Ankunda, 2010) and 27% in Tanzania (URT, 2012). MSEs contribute substantially to global manufactured exports: 56 % in Taiwan and over 40 % in China and India (Singh & Mahmood, 2014). MSEs employs over 60% of the Kenyan population (Katua, 2014), more than 2.5 million people in Uganda (Ankunda, 2010), and 84% of private sector employment in Rwanda (ADBGR, 2014), 23.4% of the total employment in Tanzania (URT, 2012). Tanzanian MSEs lead in terms of the annual growth rate of manufactured exports (30.9%), above Uganda (29.5%), Rwanda (17.1%), Zambia (16.3%), and Kenya (15.7%) (UNIDO, 2012). This increase in MSEs manufactured exports is considered as a sign of economic transformation (WB, 2012) and the base for understanding the performance of exporting MSEs in Tanzania.

Micro and small handicraft enterprises are important productive sector and export commodity for many developing countries (Ghouse, 2012). Their contribution to the economy is increasing as more new enterprises are entering into the industry as a solution to unemployment (Ipsos, 2012). Handicraft MSEs play a significant role to the global economic development by inviting foreign investments and earning foreign exchange (Singh & Fatima, 2015). The major players in the handicraft industry are artisans and craft workers (producers),

handicraft exporting companies (marketers), and the government (support system) (Makyao, 2013). They are specialised in production and marketing of wood carvings, bowls, *tingatinga* paintings, ebony wood, baskets, candles, traditional decorations, and bone jewellery (Anderson, 2011).

International markets for handicrafts are growing with interest in global goods which have opened up new market opportunities for artisans (Ghouse, 2012). The global market for handicrafts is estimated to be $100 billion, with the U.S. being the largest importer valued at $67 billion, the second largest market is the E.U. €20 billion ($29 billion) per year collectively followed by Japan and Hong Kong (UNCTAD, 2008; USAID, 2009). Kenyan handicrafts exports have been increasing steadily over the years with sales growing from 556 million in 2004 to 580 million in 2006 and 620 million in 2009 (EPC, 2010). The main markets for Kenyan handicrafts are in USA, Europe, Japan and the Middle East (Mukami, 2012). The Rwandan handicraft SMEs employs over 2,546 people (Malunda, 2012). Its handicraft exports enjoy duty-free access to the enormous markets such as the US' African Growth and Opportunity Act (AGOA) and the EU's Everything But Arms (EBA) (UNCTAD, 2008).

Tanzanian total goods exports are reportedly growing by over 20% from € 3, 066 million in 2012 to € 3, 159 million in 2014 and € 3, 803 million in 2015 (IMF, 2016), while the handicraft industry export trend is declining with few enterprises exporting their handicraft products (HT, 2010). The Tanzanian handicrafts are categorised into manufacturing subsector whose export trend has been diminishing from € 3,800,000 in 2013, to € 3,300,000 in 2014 and € 2,274,000 in 2015 (IMF, 2016; TCCIA, 2015). This declining handicrafts export trend is attributed by stiff competition from majorly traders from other countries with better marketing strategies, chains of distribution, advanced technology and export incentives from their governments and adequate marketing support services, entrepreneurship training, technical support services and business capabilities (Anderson, 2011; Rutashobya & Jaensson, 2004 as cited in Makyao, 2013).

Handicraft sector in Tanzania is mainly dominated by MSEs who face a variety of challenges which slow down their participation in export trade. Local traders are inhibited with professional and business development training programmes, network linkages, awareness of fair trade practices, level of equipment application, production capacity and quality and standards (Ipsos, 2012). Other barriers are limited marketing, information and communication skills (Walonzi, 2014), lack of supporting institutions, promotional and preservation policies, low craft quality, inability of craft producers to access the opportunities to up-grade their managerial skills and to access business information, along with lack of capable craft development coordinators and designers (Makyao, 2013). Thus most handcraft MSEs are ending up with low-quality products that do not meet international quality standards and finds it difficult to market

them, and consequently restrain their performance in export markets. This study attempted to fill this gap by examining the contribution of marketing support services on the performance of exporting handcrafts MSEs in Tanzania.

LITERATURE REVIEW

Marketing Mix Theory

Central to access to marketing support services is the Marketing Mix Theory. Marketing mix is a set of the tactical marketing tools (e.g. product, price, place and promotion) that the firm blends to produce the response it wants in the target market (Kotler & Armstrong, 2012). The theory highlights the principal decisions that a marketing manager makes in configuring out their offerings to suit customers' needs, wants and demands, thus enhancing firm's performance. The marketing support service is a twofold: One, Providers have to make their services tangible enough to attract customers and boost the anticipated impact. They should provide quality marketing services at reasonable prices, convenient time, place and advertise to increase MSEs awareness. Two, MSEs need to learn how to mix properly their marketing variables to win over the domestic and foreign markets. Providers need to assist MSEs with resources necessary to manage their marketing mix variables such as product development, pricing, packaging, labelling, branding, distribution in foreign markets, and promotion (trade fairs and exhibitions) strategies so as to win the export market.

Access to marketing support services influence exporting handicrafts MSE's market outreach. From this assertion, marketing support services are of a great concern for exporting handicrafts MSEs, as they need to have an access to external markets to keep track of trends with changing tastes and preferences of foreign customers. Inadequate marketing services prohibit operators in the handicrafts industry from becoming competitive due to the difficulties involved in getting relevant information about the existing markets (Anderson, 2011). This calls for the need of marketing support services in form of collaborative marketing, foreign market information, trade fairs, product design and development to facilitate the performance of exporting handicrafts MSEs. From this premise research hypothesis (H_A) was formulated and tested:

H_A: All else being equal, there is a significant relationship between access to marketing support services and performance of exporting handicraft MSEs.

Conceptual Framework

In this study, the dependent variable is the performance of exporting handicrafts MSEs which is attributed by profitability, sales growth, number of foreign markets served, and customer base.

The independent variable (marketing supports services) is an explicit factor which leads to either progress or regression of performance of exporting MSEs. Figure 1 is the conceptual framework which shows the relationship between variables of the study.

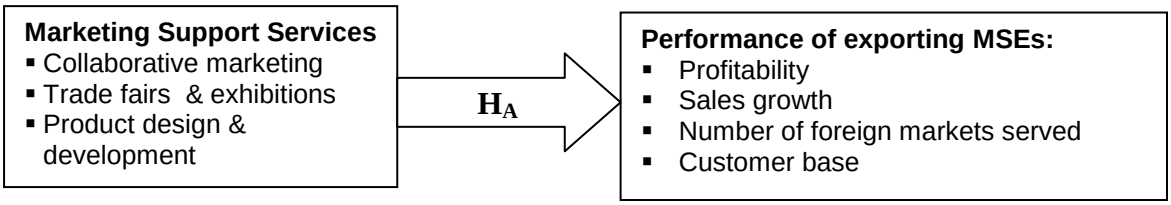

Figure 1: Conceptual Framework

Marketing support services are essential drivers for the firm's business strategy as they help the firms gain a competitive advantage over the competition (direct or latent) and lead to better performance (Davcik & Sharma, 2016). Marketing support services have their roots in the tradition 4P's of marketing which are also called marketing strategies (Product, Pricing, Promotion and Place/distribution) (Kotler & Armstrong, 2012). They enable exporting firms to execute new export marketing strategies to reflect changing global market conditions through transforming and combining available resources in new and different ways (Al-Aali, Lim, Khan & Khurshid, 2013).

To perform well in export market, satisfy customers' objectives and achieve its goals, firms need marketing support services which will enable them to be more effective than their competitors in creating, delivering and communicating superior customer value to their chosen target market (Gamba, 2010). This, according to Pride and Ferrel (2011) is related to the new-product innovation by means of developing a strategic focus to explore and develop new products which will serve the target markets. Entrepreneurs in this case need to have a clear understanding of their actual and potential customers, identify their needs, wants and demands and then develop, price, promote and deliver their products to customers in a more convenient way that will meet both current and future customer needs (Kotler & Armstrong, 2012). Marketing support services refers to product design and development, pricing strategies, collaborative marketing, access to foreign market information, participation in trade fairs which are considered to have a causal relationship with the performance of exporting handicrafts MSEs. It is thus very imperative to understand the causal relationship between marketing support services and performance of handicrafts exporting MSEs in Tanzania.

Performance of exporting MSEs represents the outcome of their activities in export markets (Papadopoulos & Martín, 2010). It is the extent to which the firm achieves its objectives when exporting to a foreign market (Navarro, Losada, Ruzo, & Diez, 2010). The firm's success in export markets can be evaluated with its export performance (Gilaninia, Taleghani, & Koohestani, 2013). Progress in defining, conceptualising, categorizing and identifying factors determining the performance of exporting MSEs has been marked by several contributors (Khamwon, 2012). Gilaninia (2013) views the measurement of performance of exporting firms in three different criteria: financial (sales, profit and growth), non-financial (success satisfaction, achieve goals) and complex criteria. Durmusoglu, Apfelthaler, Nayri and Alvarez (2012) categorises it into: Financial goals, Purpose of communication with shareholders, Strategic goals, and Organizational learning goals. Hammami & Zghal (2016), Gilaninia (2013) and Khamwon (2012) further categorised it into: Economic or objective indicators *(percentage of export sales, market share, and profitability in the export*), strategic (*number of countries-export market, new exported products)* and subjective measures *(management perception of firm's performance and success in export).* This study adopts the conceptualisation by Gilaninia (2013), Hammami and Zghal (2016), and Khamwon (2012) where two economic indicators (profitability and export sales growth) and two strategic indicators (number of foreign markets served, and customer base) were used to determine the performance of exporting handicraft MSEs from Tanzania.

Empirical Studies

Khamwon (2012) used a framework and empirical analysis to examine export marketing services and their performance implications in Thailand. The study investigated the sources of competitive advantage and superior export performance by focusing on export market-based assets and capabilities. The quantitative method in positivist paradigm and Structural Equation Modeling (SEM) were used to examine the interrelationships among the theoretical constructs. Findings divulged groundwork for the understanding of the resource building blocks in the export firms and the internal processes through which export marketing services influence firm performance in the export markets. Tangible export market-based assets indirectly contributed to export performance through export market-based capabilities and export competitive advantage. The effects of relational and intellectual export market-based assets on export performance are mediated by the export market-based capabilities and export competitive advantage, whereas the effects of export market-based capabilities on export performance are mediated by export competitive advantage.

This study revealed the richness of the RBV as a basis for assessing the ability of the firms to exploit export marketing services as a means to enhance their performance. Hence, the study expanded the growing body of literature on export marketing and export performance research by adopting a fresh theoretical perspective of RBV. The theoretical framework and its empirical validation underpinning the study could provide a new explanation as to why some export firms are more successful than others. Though the study was on the sources of competitive advantage and superior export performance on export market-based assets and capabilities among manufacturing export firms in Thailand, the findings can be generalized to all handicrafts businesses across the globe and particularly in Tanzania. The base for the understanding resource building blocks in export firms and the internal process through which export marketing services influence firm performance in the export markets is another good lesson for all exporting MSEs.

Tan and Sousa (2015) conducted a study on leveraging marketing capabilities into competitive advantage and export performance. The study used the Dynamic Capabilities Theory and the Theory of Competitive Advantage to develop a framework which investigated the role of marketing capabilities on the firm's export performance. The study adopted a meta-analysis of the literature on marketing capabilities and used multivariate analyses to test the framework. It was revealed that competitive advantage has an important mediating role in the relationship between marketing capabilities and export performance. The study recommended for future research on: the relative importance of low-cost advantage and differentiation advantage in mediating the marketing capabilities-export performance relationship; the possibility of marketing capabilities moderating the competitive advantage-export performance relationship; and the relative importance of the direct and indirect effects of marketing capabilities on firm export performance.

The study by Tan and Sousa (2015) mainly covered firms in countries other than Tanzania. However the findings were quite remarkable and of great help to owners and operators in the Tanzanian handicraft industry. The study used the dynamic capabilities theory and the theory of competitive advantage to investigate the role of marketing capabilities and services on the firm's export performance, unlike the current study which used marketing mix theory. Tan and Sousa did not cover the variables in this study, though it is likely that the study's findings added into the body of knowledge of marketing services and sustainability of MSEs export performance.

Chugan and Singh (2014) made an empirical analysis of the taxonomy for firm-level determinants of export performance. The study focused on the empirical literature pertaining to a wide-range of determinants of export performance. Meta-analysis technique was applied in

reviewing the identified studies. Findings indicated that the US has remained the most researched country in export performance studies for long. It was also noted that there is a recently increased number of export performance studies conducted in UK, Germany, Finland, Greece, and Portugal from Europe; Brazil and Chile from Latin America; India, China, Bangladesh, Israel, Jordan, and Japan from Asia; Australia and with only Nigeria from Africa. This is an obvious indicator that export performance research has gained momentum and credit in all parts of the world. Most of the reviewed studies used mail surveys for data collection and focused on the SMEs operating in the manufacturing industry. Analytical approaches widely used were regression t- test, chi-square test, ANOVA, discriminant analysis, factor analysis and log linear model. It was also observed that the use of Structural Equation Modeling (SEM) has become popular more recently as it enables more complex relationships to be studied simultaneously.

It was concluded that the field is still marked by a lack of agreement on the exact determinants of export performance which makes it a tough to compare findings from different studies and comes in the way of developing mature theories in the export performance literature. The study recommends the need for researchers to develop more elaborate conceptual frameworks and robust scales to measure the variables influencing export performance. The need for cross-countries studies on export performance, adoption of a longitudinal design which will assist the development of export marketing theory by evaluating the long-term effect of the functional relationships between export performance and its determinants are also the recommendations of this study.

Kabagambe, Ogutu and Munyoki (2012) did a study on firm competencies and export performance among small and medium manufacturing exporters registered with the Uganda Export Promotion Board (UEPB). The study draws on the Resources Based View (RBV) and export marketing literature to build a framework for the association between firm competencies and export performance. The study measured firm competencies on the dimensions of production, marketing and sales, and informational competencies using a five-point likert-type scale. Evidence showed that only marketing and sales competencies had significant positive effects on the performance of exporting firms. This suggests that production abilities are yet to be a vital factor in the export capability of Ugandan manufacturing SMEs. Thus export managers should outsource production to specialist firms and concentrate on marketing and sales activities in order to enhance export performance. Kabagambe, *et, al.,* (2012) recommended on the existence of an intervening variable connecting informational competencies and export performance. More insights could be achieved by confining and exploring such mediated effects on the performance of exporting SMEs.

From the empirical studies, it is evident that a large amount of work has been carried out to research factors that relate marketing support services to firm performance. The reviewed studies have also show that there is a seeming neglect of research about local and specific industries like the handicraft MSEs which are vital to the socio-economic development of developing countries like Tanzania. The reviewed studies mainly covered firms in countries other than Tanzania. However the findings are quite remarkable, interesting and of great help to owners and operators of MSEs in the Tanzanian handicrafts industry and can be generalized to all handicrafts businesses across the globe. The use of RBV in marketing does not corroborate with the current study which adopted the Marketing Mix Theory. Even if these studies exposed marketing support services and performance issues, they did not involve exporting handicrafts MSEs, and neither did they include Tanzania. Thus, it is obvious that there is a deficiency of local studies on this observable fact. Base on this background, this study intends to fill theses pertinent gaps in by adding value to the existing literature by providing empirical evidence on the contribution of marketing support services on the export performance of exporting handicrafts MSEs in Tanzania and fill the existing contextual and conceptual gap.

RESEARCH METHODOLOGY

Population and Sampling

This study used a descriptive research design. The target population constituted of 1018 exporting handicrafts MSEs operating under SIDO in Dar es Salaam Tanzania. The study adopted purposive sampling and proportionate stratified sampling techniques to select the respondents. The sample size was calculated based on the following formula as the population is less than 10,000 (Mukulu, Odhiambo, Waititu, & Ndirangu, 2016; Odhiambo, Gichuhi, Ndirangu & Mukulu, 2016).

$(N_o) = n/[1+(n-1/N]$.....Equation (1)

Where: $n=Z*Z(P(1-P)/(D*D)$.....Equation (2)

Z= Confidence level at 95% (standard value 1.96),

P=True proportion of factors in the population, or the expected frequency value,

D= Margin error at 6% (standard value 0.06).

$n= (1.96)^2(0.5)\ (0.5)/(0.06)2 =266.777$

Sample size $(N_o) = n/[1+(n-1/N]$……..…Equation (3)

$N_o=267/\ [1+266/1018] = 212$

A total of 171 questionnaires were returned out of 212 questionnaires that were administered, revealing a response rate of 80.66%, which was found to be satisfactory (Babbie, 2010; Mori, 2015; Wambugu, 2016). 41 firms refused to participate in the study on three grounds: (i) their

firms had a “no-questionnaire” policy (ii) the unavailability of owner-managers due to pressure of work and (iii) fear of exposing their business secrets to competitors.

Data Collection Instrument

The study used interviews and questionnaires to collect data. A pilot study was carried out to check the accuracy of instruments, followed by the use of Cronbach’s alpha to test the reliability of the measures in the questionnaire (Cronbach, 1951). SPSS version 21 was used to estimate the reliability of the variables. The findings in Table 1 indicated that the performance of handicrafts exporting MSEs had a coefficient of 0.846, and marketing services had a coefficient of 0.617 thus the questionnaire was reliable. The rule of thumb is, an alpha of 0.8 or above is highly acceptable for assuming homogeneity of items, while 0.7 is the limit of acceptability (Burns & Burns, 2012).

Table 1: Reliability Test of Constructs

Variable	Cronbach’s alpha	Number of items	Comment
Performance of exporting handicrafts MSEs	0.846	4	Highly Accepted
Marketing support services	0.783	15	Accepted

Analytical Approach

Quantitative data were analysed with descriptive statistical analysis such as percentages, frequencies, means, and standard deviations. Pearson correlation coefficient (r) was also used to test the strength of the linear relationship between variables. Factor analysis was used to check the appropriateness of the variable constructs. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett’s test of sphericity were conducted prior to factor analysis to check the existence of adequate correlation between the individual items in each section of the questionnaire. Inferential statistics like Binary logistic regression and Hosmer and Lemeshow test to evaluate the goodness of fit of the model. Qualitative data analysis consisted of examining, categorizing, tabulating and recombining some evidence in order to address the research problem (Yin, 2014).

Statistical Model and Hypothesis Testing

To model the relationship between the dependent (Y_i) and the independent variable, binary logistic regression was used (equation 4). Logistic regression is useful where there are more than two independent variables and the dependent variable is categorical (IBM (2010). In this

study the dependent variable was categorical and comprised of 1 if the firm perform well and 0 other wise. Numerical measures were used to determine the number of marketing services accessed by exporting handicrafts MSEs annually. The scale comprised an ordinal scale of 1-5 (1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree) was used to reflect owner-managers perception of access of marketing services to exporting handicrafts MSEs.

Logit [p(x)] = log [p(x)/1-p(x)] = $\beta_o + \beta_1 X_1 + \varepsilon_o$.....Equation (4)

The regression involves fitting an equation of the following form to the data:

Logit (p_i) = $\beta_o + \beta_1 X_1 + \varepsilon_o$ .....Equation (5)

Where:

Dependent Variable:

Logit (p_i) = Y_i Odds of Performance of handicrafts exporting MSEs (represents the probability that firm performs well or otherwise, coded as 1 or 0 respectively)

Independent Variable:

X_1 = Number of Marketing support services

β_0 = Co-efficient of the model

β_1 = Beta Coefficient of regression for the independent variable Xi

ε_o = Stochastic Error Term

RESEARCH FINDINGS AND DISCUSSION

Handicrafts Marketing Model

The study established the marketing models used by the operators in the handicraft industry. From the study findings, it was ascertained that handicrafts MSEs exports products such as: baskets, batik, bone jewellery, bowls, candles, carvings, doorstoppers, ebony wood, greeting cards, jewels, and kikoys. Others were letter openers, leather goods (Sandals, staff shoes, schools shoes, boots, belts, wallets, coats, folders), local musical instruments, Maasai dresses, salad serving spoons, beads “shanga”, tingatinga paintings, traditional decorations, wall plates, wood carvings, and clothing among others. This portrays that there is a wide range of products from the Tanzanian handicraft exporters which increases their competitiveness in the global market.

Findings in Table 2 also indicates that more of the handicrafts that are exported (75.4%) are made by the handicrafts operators, followed by those bought from the artisans (9.9%), from the co-operatives (8.8%) and buying agents (5.8%). As for export destination, results in Table 2 established that most of the products are exported in African countries like Kenya, Uganda, and

Rwanda by 88.3%, followed by 42.7% USA, 38.0% European countries, Asia 35.1%, and Middle East 29.2%. This illustrates that exporting handicrafts operators from Tanzania make effective use of the trade relations through regional economic integrations like the EAC and SADC by selling more of their products to their neighbouring African countries. It is also obvious that Europe and USA offered great opportunities for the development of the Tanzanian handicraft industry through duty-free and well paying export market arrangements as EU's Everything But Arms (EBA) and AGOA (UNCTAD, 2008).

Table 2: Export destination for handicraft products

Export destination	**Responses**		**Percent of Cases**
	N	**Percent**	
Africa	151	37.4%	88.3%
Asia	60	14.9%	35.1%
Europe	65	16.1%	38.0%
Middle East	50	12.4%	29.2%
USA	73	18.1%	42.7%
Others	5	1.2%	2.9%
Total*	**404**	**100.0%**	**236.3%**
Mode of export:		**Frequency**	**Percent**
Indirect through agents		88	51.5%
Direct to customers in the foreign markets		42	24.6%
Both direct and indirect		41	24.0%
Total		**171**	**100.0%**
Source of handicrafts:		**Frequency**	**Percent**
Artisan		17	9.9%
Buying Agents		10	5.8%
Co-operatives		15	8.8%
Self made		129	75.4%
Total		**171**	**100.0**%

*The total frequency and percent do not add to 171 and 100 exactly due to multiple responses.

For the export mode, the study findings in Table 2 established that 51.5% of the handicrafts are exported indirectly (e.g. Piggybacking) through agents. 24.6% are taken by the handicrafts operators direct to customers, or through friends, relatives, and other customers in the foreign markets, while 24.0% are exported by both ways. It is therefore clear from the study results that micro and small handicraft exporters were exporting either indirectly or directly with the former

dominating the mode of exporting. This domination is attributed by the fact that most handicrafts operators are operating in small scale with less capital, which constraints their ability to export direct to foreign countries. As a result, the use of such agents and foreign distributors according to Mukami (2012) implies that handicraft traders never fully benefited from the profits accrued from their exports as they shared with the agents who at times benefited the most as they could negotiate for better prices than the prevailing market prices with the clients.

Reliability Tests

Using Cronbach's Coefficient Alpha test on marketing support services and performance of handicrafts exporting MSEs, a coefficient of 0.783 was found as shown in Table 3. These results corroborates findings by Saunders, Lewis, and Thornhill (2012) and Christensen, Johnson, and Turner (2011) who stated that scales of 0.7 and above, indicate satisfactory reliability. Thus all the 15 statements were concluded to have adequate internal consistency, therefore, reliable for the inferential analysis and generalization on the population.

Table 3: Reliability Test for marketing services

Statement	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
We have been acquiring collaborative marketing ties through BDSPs	.349	.749
We collaborate in production of handicrafts	.274	.760
Collaborative marketing ties help us in the foreign market promotion	.468	.740
Collaborative marketing ties help us in foreign market distribution	.505	.733
We determine our prices through established collaborative marketing ties	.388	.746
We have been participating in local & international trade fairs	.366	.754
Trade fairs and exhibitions have expanded our foreign markets	.448	.739
Trade fair have increased our products awareness	.097	.771
Through trade fair more of our products have been sold	.384	.751
Our foreign customers have increased through trade fairs	.471	.736
Our firm has been equipped with production strategies	.350	.754
We have been equipped with branding strategies from BDSPs	.276	.760
We are labeling our handicraft products	.394	.742
Our firm is often the leader in packaging its handicraft products	.122	.778
We have received adequate training on product quality enhancement	.106	.781
Number of items	15	
Cronbach's Alpha	.783	

Sampling Adequacy

The adequacy of the sample was measured by KMO in SPSS. Findings in Table 4 shows the KMO statistic of 0.739 which was significantly high; that is greater than the critical level of significance of the test which was set at 0.5 (Field, 2013; Pallant, 2013). The Bartlett's Test of Sphericity was also highly significant (Chi-square = 926.868 with 105 degree of freedom, at $p < 0.05$). These results give an excellent justification for further statistical analysis to be conducted.

Table 4: KMO Sampling Adequacy and Bartlett's Sphericity Tests

Test	Coefficient
Kaiser-Meyer-Olkin Measure	.739
Bartlett's Chi-Square	926.868
Bartlett's df	105
Bartlett's Sig.	.000

Factor Analysis

Factor analysis was conducted using Principal Components Analysis (PCA) approach. The extraction of the factors followed the Kaiser Criterion where only those factors with an Eigenvalue larger than 1 were retained (Wiktorowicz, 2016). Total Variance analysis indicates that the 15 statements can be factored into 5 factors. The total variance explained by the extracted factor is 68.172% as shown in Table 5.

Table 5: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.114	27.427	27.427	4.114	27.427	27.427
2	2.473	16.489	43.916	2.473	16.489	43.916
3	1.531	10.206	54.122	1.531	10.206	54.122
4	1.087	7.249	61.371	1.087	7.249	61.371
5	1.020	6.801	68.172	1.020	6.801	68.172
6	.879	5.862	74.034			
7	.698	4.655	78.688			
8	.615	4.103	82.792			
9	.600	3.999	86.790			
10	.537	3.580	90.370			
11	.404	2.694	93.064			
12	.333	2.220	95.284			

Table 5...

13	.293	1.953	97.236
14	.226	1.505	98.741
15	.189	1.259	100.000

Extraction Method: Principal Component Analysis.

A simplified factor loading matrix in Table 6 shows the factor loadings and communalities for sub-constructs of marketing services. All the 15 statements attracted coefficients of more than 0.4 hence considered adequate, with good factor stability, deemed to desirable and accepTable solutions and thus retained for analysis (Rahn, 2010; Zandi, 2006; Black, 2002 in Linyiru, and Ketyenya, 2017). The communalities results indicate that all the statements had significant communalities/shared variance. As a rule of the thumb, a communality of above 0.4 indicates significant communality.

Table 6: Factor Loading and Communalities for marketing support services

Statement	**Component**					**Communalities**
	1	**2**	**3**	**4**	**5**	
Our foreign customers have increased through trade fairs	.871					.787
Participation in trade fairs & exhibitions expanded our foreign markets	.867					.773
Through trade fair and exhibitions more of our products have been sold	.825					.691
We are participating in local & international trade fairs	.770					.629
We collaborate in production of handicrafts		.803				.658
Collaborative marketing ties helps us in foreign markets promotion		.802				.728
We have been attaining collaborative marketing ties through BDSPs		.793				.645
We determine our prices through established collaborative marketing ties		.675				.556
Collaborative marketing ties help us in foreign market distribution		.665				.628
We have been equipped with branding strategies from BDSPs			.801			.710
Our firm has been equipped with production strategies			.712			.601
We are Labeling our handicraft products			.707			.624
Our firm is often the leader in packaging its handicraft products			.439			.678
We have received adequate training on product quality enhancement				.901		.824
Trade fair have increased our product awareness					.801	.694

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Descriptive Analysis

Respondents were asked to rate their accessibility to marketing support services in form of collaborative marketing, trade fairs and product development strategies. Findings in Table 7

show that 81.30% of the respondents agreed that they have been acquiring collaborative marketing ties through BDSPs over the past five years of exporting handicrafts, 89.40% agreed that they collaborate in production of handicrafts, 90.6% agreed that collaborative marketing ties help them in foreign markets promotion, 90.0% agreed that collaborative marketing ties help them in foreign market distribution, while 88.3% agreed that they determine their prices through established collaborative marketing ties. 96.50% of respondents posited that they have been facilitated with participation on local and international trade fairs, 94.70% agreed that they have expanded their foreign markets due to participation on trade fairs, 97.00% agreed that trade fair has increased products awareness. 95.90% agreed that through participation in trade fair and exhibitions more of their products have been sold and the number of foreign customers have increased subsequently. These findings are in line with Singh and Fatima (2015) who contended that a better market performance for the handicraft products requires arrangement of exhibitions, trade fairs, trade shows, event management programs at district, national and international level at regular intervals. Findings reveals that 87.70% of the respondents agreed to have been equipped with production strategies, 84.20% with branding strategies, 83.0% with labelling, while 73.10% agreed that they are often the leader in packaging their handicraft products, and 71.9% agree to receive adequate training on product quality enhancement.

The study established a marketing services index based on the likert means and standard deviations. In this index, likert means greater than 1 and less than 1.5 implied that marketing services influenced performance to no extent. Means greater than 1.5 and less than 2.5 implied that marketing services influenced performance to a little extent. Means greater than 2.5 and less than 3.5 implied that marketing services influenced performance to a moderate extent. Means greater than 3.5 and less than 4.5 implied that marketing services influenced performance to a greater extent. Means greater than 4.5 implied that marketing services influenced performance to a very great extent. The mean score for responses for this section was 4.1403533 which indicates that majority of the respondents agreed that marketing services influence performance of exporting handicrafts MSEs to a greater extent. Also the standard deviation describes the distribution of the response in relation to the likert mean. Standard deviation provides an indication of how far the individual responses to each factor vary from the mean. A standard deviation of more than 1 indicates that the responses are moderately distributed, while less than 1 indicates that there is no consensus on the responses obtained. An average of 0.817692 for all statements on marketing services indicates the absence of consensus on the responses obtained in this variable.

During the interviews, the respondents agreed that marketing support services were important, though some of them did not easily access such services. Those who indicated that

they access marketing support services, they received this vital service from very few Government agencies like SIDO and VETA. There are some who obtains services from trade associations like TCCIA, TWCC, TanCraft. From these views, it is evident that marketing services are very important in increasing the performance of exporting handicrafts MSEs. These findings corroborate with those of Ezeani, Osita, and Ezemoyih (2012) who posit that marketing skill is important and essential skill which may lead to success or failure of a business. These findings were also supported by Tambwe (2015) who puts it forward that marketing skills are very important for business performance as they assist MSEs owner-managers in identifying business opportunities, designing a product and its package, pricing and positioning the product, identifying, approaching and attracting customers, appraising and learning from the competition and customer care.

Table 7: Marketing services and firm performance Descriptive Analysis

Item	SD	D	N	A	SA	Likert Mean	Std. Deviation
We have been acquiring collaborative marketing ties through BDSPs	1.8%	4.7%	12.3%	54.4%	26.9%	4.0000	.86092
We collaborate in production of handicrafts	0.6%	4.7%	5.3%	59.6%	29.8%	4.1345	.75889
Collaborative marketing ties helps us in foreign markets promotion	0.6%	4.7%	4.1%	61.4%	29.2%	4.1404	.74609
Collaborative marketing ties helps us in foreign market distribution	1.2%	5.3%	6.4%	60.8%	29.2%	4.1170	.79580
We determine our prices through established collaborative marketing ties	0.6%	5.3%	5.8%	50.9%	37.4%	4.1930	.81396
We participate on local and international trade fairs	0.0%	2.3%	1.2%	48.0%	48.5%	4.4269	.64094
We have expanded our foreign markets due to participation on trade fairs	2.9%	0.0%	2.3%	40.9%	53.8%	4.4269	.80380
Trade fair have increased our products awareness	0.0%	1.8%	1.2%	44.4%	52.6%	4.4795	.61682
Through trade fair more of our products have been sold	0.6%	1.8%	1.8%	39.2%	56.7%	4.4971	.68061
Number of our foreign customers have increased through trade fairs	2.9%	0.6%	0.6%	39.8%	56.1%	4.4561	.80594

Table 7..

Our firm have been equipped with production strategies	0.0%	6.4%	5.8%	71.3%	16.4%	3.9766	.69412
We have been equipped with branding strategies from BDSPs	0.6%	7.0%	8.2%	66.1%	18.1%	3.9415	.77237
We are Labelling our handicraft products	3.5%	4.1%	9.4%	60.8%	22.2%	3.9415	.89250
Our firm is often the leader in packaging its handicraft products	8.2%	8.2%	10.5%	52.0%	21.1%	3.6959	1.13808
We have received adequate training on product quality enhancement	10.5%	8.8%	8.8%	46.2%	25.7%	3.6784	1.24454
Average	**0.02267**	**0.0438**	**0.0558**	**0.5305**	**0.3491**	**4.1403533**	**0.817692**

SD = Strongly Disagree, D = Disagree, N = neutral , A = Agree, SA= Strongly Agree

The study also intended to know the trade fairs that handicraft exporting MSEs are participating as part of their marketing strategy. Findings from the interviews reveals that operators in this industry do participate in East and Central Africa Trade Fairs, Dar es Salaam International Trade fairs-(*saba saba),* Farmers fair- (*nane nane),* Charismas fair (in Arusha), and SIDO fair which are organised annually. It is further established that these trade fairs are vital to firm performance as one of the interviewees responded that:

"…we are getting to be exposed to the new world of business with very competitive business environment, with this we are creating customers awareness on our handicrafts, and they are also good for networking with other actors in the industry...". Another interviewee highlighted that: *"…before participating in these trade fairs, our business had only few customers both from our locality and foreign markets, but thereafter we have linked with SIDO and participate well in trade fairs. This helped us to broaden our scope of operations, know what our customers need, increase the number of our customers and gain new products innovativeness..." (Interview field data, Dar es Salaam July10th, 2017).*

Relationship between Marketing support services and Performance of exporting handicrafts MSEs

To determine the strength of the relationship between marketing support services and performance of handicrafts exporting MSEs, the study used Pearson moment correlation coefficient (r). The correlation coefficient ranges between +1 and -1. While +1 indicates a perfect positive correlation, -1 shows a perfect negative correlation, and 0 indicates no correlation at all. When the values are greater than 0.5 than the variables are correlated and when values are less than -0.5 then the values for are not correlated. Findings in Table 8 show

that there is high positive correlation between variables at 0.892. Since access to marketing services is within the range -1 to +1, it is retained in the study.

Table 8: Correlation of Marketing support services and Performance of exporting handicrafts MSEs

		Performance of exporting handicrafts MSEs	Marketing support services
Performance of exporting handicrafts MSEs	Pearson Correlation	1	.892**
	Sig. (2-tailed)		.000
Marketing support services	Pearson Correlation	.892**	1
	Sig. (2-tailed)	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

Binary Logistic Regression Analysis

Binary logistic regression was used to model the relationship between marketing support services and performance of handicrafts exporting MSEs in Tanzania. It was hypothesised that, all else being equal, there is a significant relationship between access to marketing services and performance of handicraft exporting MSEs in Tanzania.

Overall test of relationship

The Model fitting information in Table 9 illustrates the relationship between the dependent and independent variable and revealing that probability of the model chi-square 4.071 was 0.044, less than the level of significance of 0.05 (i.e. $p < 0.05$). Thus, it can be concluded that the overall relationship between the variables of this study is significant.

Strength of binary logistic regression relationship

The Cox and Snell R Square and the Nagelkerke R square values were used to show the variation in the dependent variable as explained by the independent variable. Results in Table 9 show the Cox and Snell R and Nagelkerke R square values are 0.024 and 0.118 respectively, this implies that 2.4% to 11.8% of the variability (in performance of exporting handicrafts MSEs) is explained by the variation in access to marketing support services. The Wald test also shows that the independent variable is statistically significant. Findings in Table 9 show that marketing support services had an Odds Ratio (OR) = 0.204 (95% CI 0.043 to 0.974), p = 0.046. This

entails that a unit change in marketing support services increases the performance by 0.204 units.

Table 9: Logistic Regression for marketing support services

Variable	Beta	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
Marketing support services	1.589	.797	3.974	1	.046	.204	.043	.974
Constant	10.350	3.586	8.331	1	.004	31246.88		

Omnibus test of Model Coefficients (Chi-square = 4.071; Sig 0.044)

Log likelihood = 33.877[a]; Cox & Snell R Square = 0.024; Nagelkerke R Square = 0.118

Hosmer and Lemeshow Test (Chi-square = 0. 131; Sig 0. 937)

Dependent variable: Performance of handicrafts exporting MSEs = Binary: Y = 1if performing well,

Y = 0 if otherwise

Hosmer and Lemeshow Test for Marketing support services

The study used Hosmer and Lemeshow test to evaluate the goodness of fit of the model. Mangasini (2015), Mendes and Ganga (2013) and Hosmer and Lemeshow (2000) asserted that for a good fit of the model to the data, p-value should be greater than 0.05. The Hosmer and Lemeshow test in Table 9 shows a Chi-square = 0. 131 and p-value of 0.937 at 0.05 level of significance and 1 degree of freedom. This indicates a good fit of the model and that there is a linear relationship between the predictor variables and the log odds of the criterion variable (p-value > .05). Results in Table 9 indicates that the model produced a p-value of 0.046, ß = -1.589, and t = 1.9937, thus research hypothesis (H_A) is accepted. It is therefore concluded that all else being equal, there is a significant relationship between access to marketing support services and performance of exporting handicraft MSEs in Tanzania. This does not agree with findings by Wambugu (2016) who asserted that marketing does not have a significant relationship with firm performance.

CONCLUSION

From the study findings, it was revealed that marketing support services had a positive effect on the performance of exporting handicrafts MSEs. It can be concluded that exporting handicrafts MSEs with excellent marketing practices in form of collaborative marketing, product development strategies, excellent promotion through trade fairs are more likely to experience better performance results. It was also reasonable to conclude that the success of the firms was achieved because of the precise marketing strategies and decisions by MSEs owner-managers,

e.g. engaging in collaborative marketing ties with specific focus on production of handicrafts, foreign markets promotion, distribution, and prices determination. Other marketing decisions and strategies focused on product promotion through participation in local and international trade fairs which resulted into increased sales, products awareness, number of customers and expanded their foreign markets. Lastly, production strategies like packaging, branding strategies, labelling, and training on product quality enhancement were also vital for the performance of exporting MSEs. Thus findings of this study lead to the conclusion that there is a stronger link between access to marketing support services and performance of handicrafts exporting MSEs in Tanzania.

RECOMMENDATIONS

The current study advocates the need for the government as a policy setting organ to come up with a policy guide on regulatory and supervisory frameworks, market infrastructure, and public interventions to improve MSEs' access to marketing support services among the exporting enterprises operating in the grassroot level. This will help to transform innovative ideas into products and services that meet the desired export market quality standards hence improved performance of MSEs. This, according to URT (2016) will help in transforming MSMEs into viable and sustainable business entities capable of contributing up to 50 percent of manufacturing GDP.

The study further recommends need for a policy for ICT intermediaries which will increase access to useful export market information. This will help to make market information widely available and easily accessible, particularly to exporting MSEs. The Government through the ministry of trade needs to compile both local and foreign market information in databases for MSMEs to access. Intermediaries in this case will include but not limited to the Ministry of trade and industry, Ministry of Information and Communication, government agencies like TanTrade, TWCC, SIDO and VETA who are in the frontline in the development of this sector, trade associations, research institutions and BDSPs.

There is also a need for the Ministry of Trade and Industry through TanTrade, to develop an online trading portal for exporting MSMEs to connect them to markets and market information. This will be effectively done by developing relevant programs for SMEs that are user friendly and can be accessed from a wide variety of ICT platforms like mobile phones to provide pertinent market information. There is also a need for the government through TanTrade to institute regional-information centres all over the country. These will enable MSMEs owner-managers to easily access both local and foreign market information instead of overlying on the existing stand alone public and private institutions with such information which

make it slow, awkward to access, imperfect, limited in scope and not available in an integrated way. MSEs should also invest in information access and exchange programmes which facilitate their access to local and foreign market information. All these programmes need financial support, this study thus recommends MSEs to work closely with the government and donor communities and come up with a policy to fund BDSPs who will support MSEs with viable marketing support services.

AREAS FOR FURTHER RESEARCH

This study identified the causal effect relationships between marketing support services and performance of exporting handicrafts MSEs. A replica of this study can be carried out with a further scope to include other exporting sectors and industries with dominance of MSEs like the agro and food processing MSMEs and see whether the findings hold true. Future studies should apply different research instruments like key informant interview and focus group discussions to engage respondents more in discussions so as to generate detailed information which would help in bringing out the best marketing strategies for enhanced performance of exporting handicrafts MSEs in Tanzania. A study could be done on other marketing support services influencing the performance of MSEs in regions other than Dar es Salaam. This is for the reason that the current study was narrowed down to only three support services (collaborative marketing, product development strategies and trade fairs) influencing the performance of handicraft exporting MSEs and hence leaving out others which can be researched on further. Nevertheless, that is beyond the scope of this study and would make for a useful future study.

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