

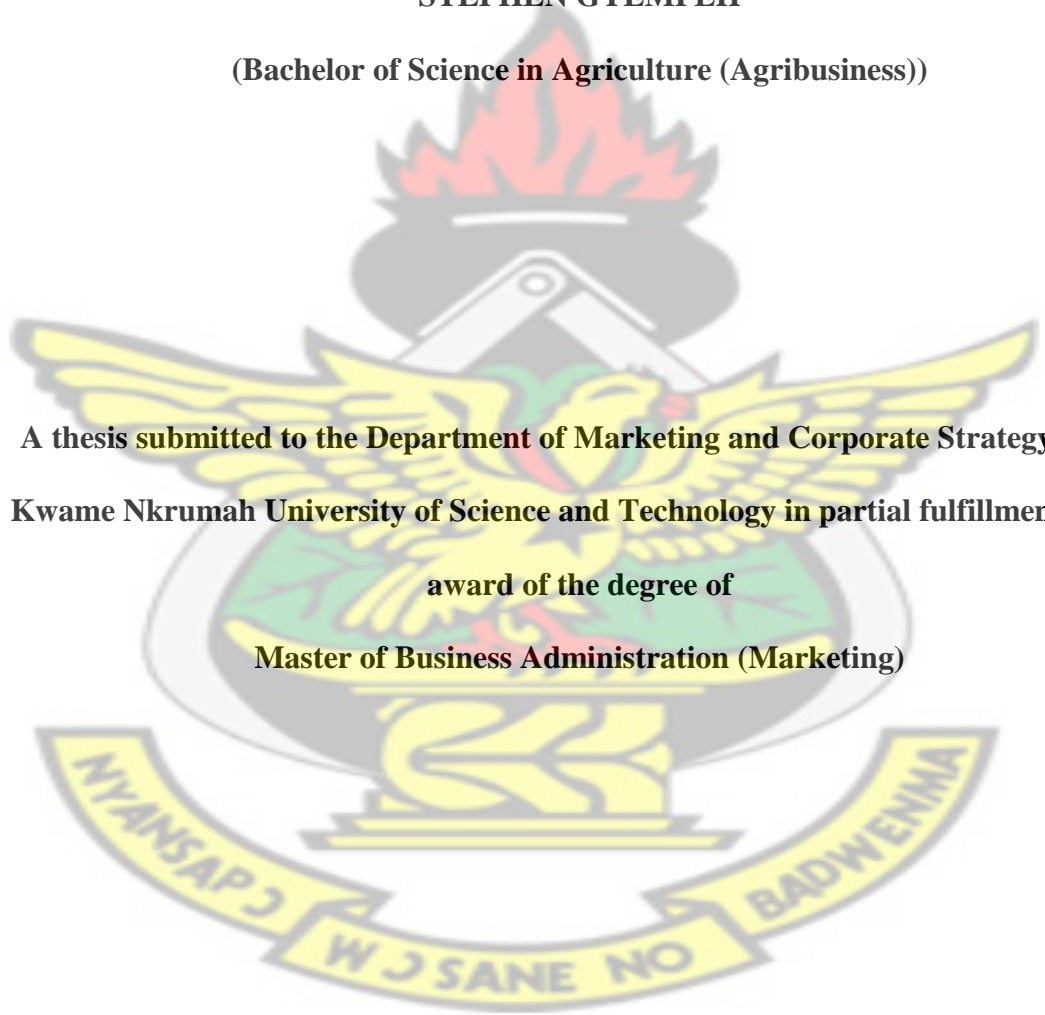
**AN INVESTIGATION INTO MARKETING CHALLENGES AFFECTING
MANUFACTURERS OF FOOTWEAR IN THE KUMASI METROPOLIS**

By
KNUST

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**A thesis submitted to the Department of Marketing and Corporate Strategy of the
Kwame Nkrumah University of Science and Technology in partial fulfillment of the
award of the degree of
Master of Business Administration (Marketing)**



AUGUST, 2016

DECLARATION

I hereby declare that this submission is my own work towards a Master of Business Administration (Marketing Option) and that, to the best of my knowledge, it contains neither materials previously published by another person or materials which have been accepted for the award of any other degree by this or any other university except where due acknowledgement has been made in the text.

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DEDICATION

This thesis is dedicated to my beloved wife Mrs. Elizabeth Asante Gyempeh, Mr. Stephen Gyempeh, Mrs. Theresah Gyempeh, Mr. Samuel Asante, Mrs. Joyce Asante, and Mr. Frank Mensah.

KNUST

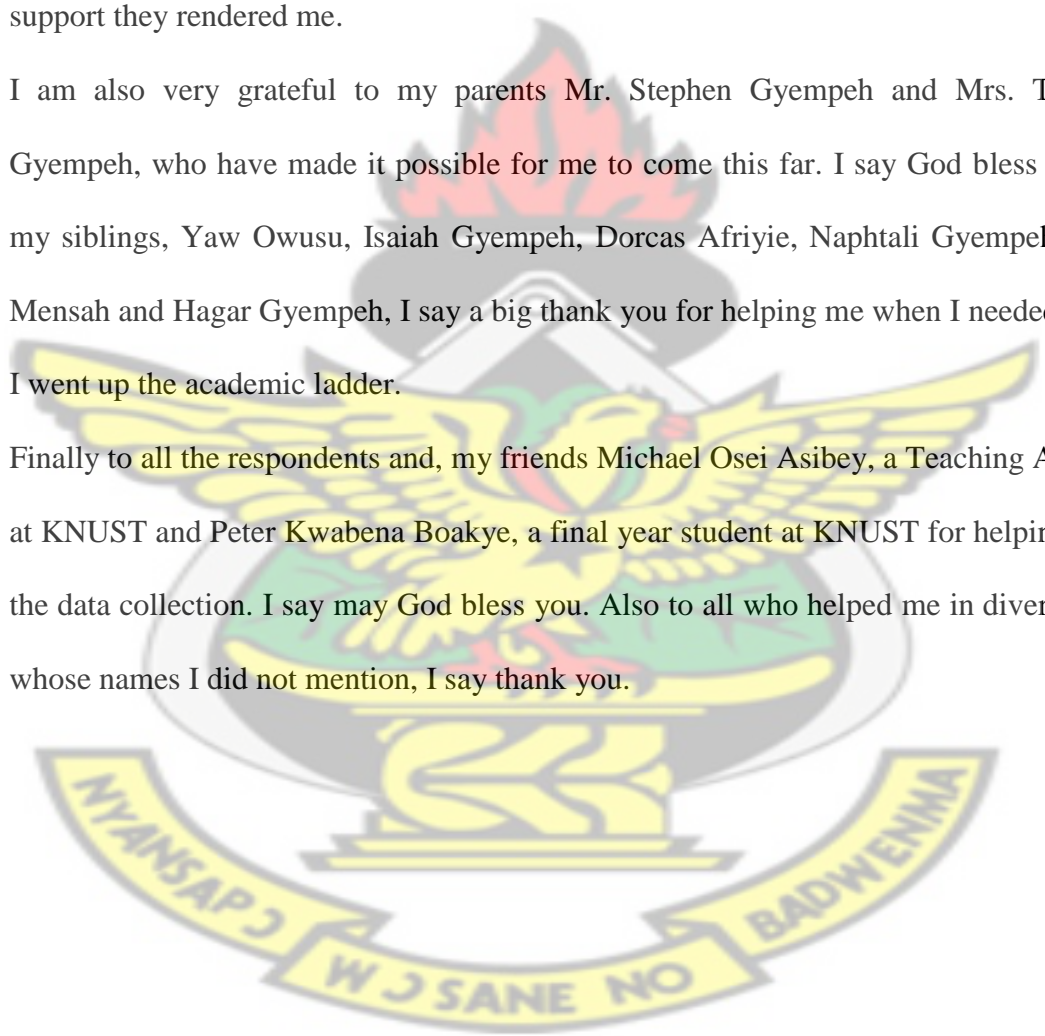


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Finally to all the respondents and, my friends Michael Osei Asibey, a Teaching Assistant at KNUST and Peter Kwabena Boakye, a final year student at KNUST for helping me in the data collection. I say may God bless you. Also to all who helped me in diverse ways whose names I did not mention, I say thank you.



ABSTRACT

In Ghana, footwear plays an essential part of our culture. Almost all the tribes put on footwear as part of their traditional dressing. The study sought to investigate the marketing challenges affecting manufacturers of footwear in the Kumasi Metropolis. Data was collected from two hundred manufacturers of footwear products in the Kumasi Metropolis. The heads of the Business Advisory Council and Kumasi Metropolitan Assembly were also interviewed for relevant data. The study revealed that manufacturers of footwear products employed varied strategies in attracting customers, including designing products to meet needs of customers, offering after sale services, and selling at considerably lower prices, among others. The study further revealed that the first and second major marketing challenges confronting manufacturers of footwear products in the Kumasi Metropolis are the lack of promotion and quality of their products respectively. Other challenges included the presence of competitors and inability to find new markets. The study therefore recommended that the local media should also be sensitized by the national bodies such as the Ministries of Information and Communication, NCCE and Media Commission to spearhead the regular promotion and marketing of footwear products. Also, the Metropolitan Assembly should create the enabling environment to improve upon activities of the footwear industry.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Footwear is among the things that are very important in our daily dressing. There is not a single day that one dresses without wearing a shoe, slippers, heel, to mention but a few. This reveals the importance of footwear in our daily life. History reveals that early human beings walked on the surface of the earth without wearing footwear (Geib, 2000; Trinkaus and Hong, 2008). However, with time, footwear became a very important component of things that human beings wore every day. This was due to some reasons among which include protection, beautification, and social value, to mention but a few (Houlbrook, 2013). According to Houlbrook (2013), there is no country with her citizenries walking barefoot in this twenty first century. Not even in a developing country such as Ghana in West Africa.

In Ghana, footwear plays an essential part of our culture. Almost all the tribes put on footwear as part of their traditional dressing. For instance the Akans, among other tribes, wear “Kawkaw” as part of their traditional dressing to every important occasion. To add, people put on shoes, slippers, or heel to work, church, school and other important places. Consequently, a very great opportunity seems to exist in the footwear industry. But the question pondering in the minds of many marketers is that, are the profit-making opportunities in the footwear industry, in Ghana, fully exploited?

Inadequate information and understanding about needs and wants of the customers have contributed to poor “image” of the kind of footwear that the manufacturers produce to the market. Upon some efforts being made by the manufacturers of footwear in marketing their products, majority of the customers, especially those in Kumasi Metropolitan Area (KMA) unconsciously maintain the perception that footwear produced in Ghana are of “poor” quality. This has led to low patronage of the footwear produced in Ghana (especially Kumasi). Thus, most people in the KMA prefer to purchase imported or foreign footwear rather than purchasing the locally manufactured footwear and as a result of that reducing the sales volume and hence the profitability of the manufacturers of footwear.

There are many marketing challenges that the manufacturers of foot wears are facing. The place, promotion, price and the products to produce in order to meet the needs and wants of the customers become a challenge for most businesses in Ghana, including the footwear industry. The gap of marketing these products is present in almost all the footwear manufacturers in Ghana.

1.2 Problem Statement

So long as people exist and have feet there must definitely be demand for footwear. This is so in the sense that footwear is one of the things everybody needs as part of his or her basic needs. Thus, calls for the manufacturing of footwear in almost every country. Nevertheless, in the case of Ghana, even though manufacturing of footwear goes on but the demand for the products by the populace is nothing to write home about thus affecting the manufacturers of footwear. This problem is not limited to only the footwear industry but to other manufacturers who are into production of footwear products. This

has led to series of calls from previous and current governments to the general public to patronize in products, including footwear to promote and sustain the growth of the local industries. Manufacturers of footwear complain of low demand for their products upon all the efforts being made by them to satisfy the needs and wants of the Ghanaian market, with regards to footwear. Surprisingly, consumers still perceive that products are of poor quality and for that matter prefer foreign ones to locally manufactured ones thus causing a relatively reduction in the total revenue of the made-in Ghana footwear hence low profit being made by the manufacturers (Bamfo, 2012). The place, promotion, price and the products to produce in order to meet the needs and wants of the customers become a challenge for most businesses in Ghana, including the footwear industry. Therefore, the problem the researcher intends to investigate into is the marketing challenges affecting manufacturers of footwear in Kumasi Metropolis.

1.3 Objectives of the Study

The main objective of this study is to investigate into the marketing challenges affecting manufacturers of footwear in Kumasi Metropolis. This is achieved through the following specific objectives:

- a) to find out the customer group manufacturers of footwear are selling their products to.
- b) to assess how manufacturers of footwear are applying the marketing mix from product development to sales.
- c) to analyze the main marketing challenges manufacturers of footwear are facing.

1.4 Research Questions

In order to achieve the objectives stated above, this study raises the following questions:

- a) What are the customer groups manufacturers of footwear are selling their products to?
- b) How are the manufacturers of footwear in KMA applying the marketing mix from product development to sales?
- c) What are the main marketing challenges manufacturers of footwear are facing?

1.5 Significance of the Study

First of all, since literature on footwear as an industry and an area of study is scanty in Ghana, this thesis being an embodiment of knowledge, serves as a very important reference material for students, manufacturers of footwear, marketers, researchers, government and people who are interested in footwear in general. It is therefore hoped that this study will provide basis for further research. Also, the study identifies the main marketing challenges manufacturers of footwear are facing and necessary strategies to promoting locally manufactured footwear in the Ghanaian market. In addition, the study seeks to highlight or suggest the marketing implications to the footwear manufacturers and how to improve upon their marketing efforts. Moreover, the final write up can also be used as learning material especially within areas related to marketing and consumer behaviour. Last but not the least, the study seeks to make available marketing strategies that can improve and promote the use and consumption of locally-made products.

1.6 Scope of the Study

Conceptually, the study was confined to manufacturers of made-in Ghana footwear within the KMA, and was conducted to investigate into the marketing challenges that affect the manufacturers. Moreover, it is noteworthy to mention that the research is a case study approach of only manufacturers of footwear products in the Kumasi Metropolis and did not cover other manufacturers in the footwear industry outside KMA to reflect the entire industry marketing challenges. Hence, the result was not generalized but its findings were placed in the relevant context of the area studied.

1.7 Overview of Methodology

The population of this study comprises the manufacturers of footwear, within the Kumasi Metropolis. For convenience, a sample of the population was drawn. A sample is a number of respondents that are representative of the population (Smith and Albaum, 2012). For the purpose of this study, sample size of 200 respondents was selected. The study relied on only primary data. The primary source of data was collected from respondents through questionnaires and interview concerning the research under the study. The study adopted purposive sampling methods to select the manufacturers of footwear as respondents. Statistical Package for Social Scientist (SPSS) was used to run the analysis. Descriptive statistics (simple percentages, pie charts, and tables) were used in analyzing the data collected on the various specific objectives, which were presented in tables and charts for further discussions.

1.8 Limitations of the Study

This study is not without limitations. First, studying the marketing challenges manufacturers of footwear are facing, as a whole would demand taking a larger sample size from all the ten regions of Ghana other than the sample size of 200 manufacturers as respondents from Kumasi used in this study. Due to poor documentation on indigenous activities in Ghana, scantiness of literature on the indigenous footwear industry made the review of related literature difficult and frustrating.

1.9 Organization of the Study

The study is organized in five chapters. The first chapter is the introductory chapter and discusses the background of the study, problem statement, objectives, research questions, significance of the study, brief methodology, scope of the study, and limitations of the study. Chapter two considers a literature review of the theme of the study, while Chapter three deals with methodology for the study. Additionally, Chapter four presents the results of the various specific objectives used for the study and the accompanied discussions. Finally Chapter five presents summary, conclusions, policy recommendation as well as suggestions for future studies.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on the definition of market, concept of market, definition of marketing, the elements and criticisms of marketing mix, promotion as a marketing mix element, and marketing challenges faced by footwear industry in developing countries. To add, this chapter presents theories pertaining to the subject matter of discussion (specific objectives and research questions) as presented in chapter one.

2.2 Definition of market

According to Kotler and Armstrong (2012), concepts of exchange and relationships lead to the concept of a market. A market is regarded as a set of actual and potential buyers of a product or service. These buyers share a particular need or want that can be satisfied through exchange relationships.

2.3 Concept of market

The concept of selling a product to a customer has over the years changed the greater impact in the market place. Below are discussions on some major concept of market:

2.3.1 The production concept

Production concept is regarded as one of the aged concepts in the field of business. The production concept indicates that a customer would prefer a product which is inexpensive but widely available (McCarthy, 1964; Kotler and Armstrong, 2012). The

marketer hence assumes that consumers are mainly concerned in the availability of the product and its relatively lower price.

2.3.2 The product concept

Business across the globe are guided by the product concept, which assumes that a consumer will purchase a product which offers high quality, performance and/or has innovative features (Boyd and Larreche, 1999; Kotler and Armstrong, 2012). The marketer hence perceives that the buyer will admire the product and thus have the ability to evaluate its quality and performance.

2.3.3 The selling concept

Another widely known concept in the business field is the selling concept. Kotler and Armstrong (2012) reveals that the selling concept assumes that a customer and business, if not intervened would not buy much of an organization's products. They again further state that the organization should pursue widespread and belligerent promotional effort.

2.3.4 The marketing concept

According to Kotler and Armstrong (2012), the marketing concept became known in the last century and challenged the earlier concepts. Instead of a product centered "make and sell" philosophy, it shifted to customer centered "sense and respond" philosophy (Boyd and Larreche, 1999; Kotler and Armstrong, 2012).

2.4 Definition of marketing

Many people have a lot of misconception about marketing and thus think of marketing as only selling and advertising (Kotler and Armstrong, 2012). Everyday consumers are being bombarded with television commercials, sale calls and many others. But, selling and advertising are only the tip of the marketing iceberg (Kotler and Armstrong, 2012). Marketing must be understood in the new sense of satisfying customer needs. If the marketer understands consumer needs; develops products that provide superior customer value; and prices, distributes, and promotes them effectively, these products will sell easily. Marketing, according to Kotler and Armstrong (2012), is a social and managerial process by which individuals and organizations obtain what they need and want through creating and exchanging value with others.

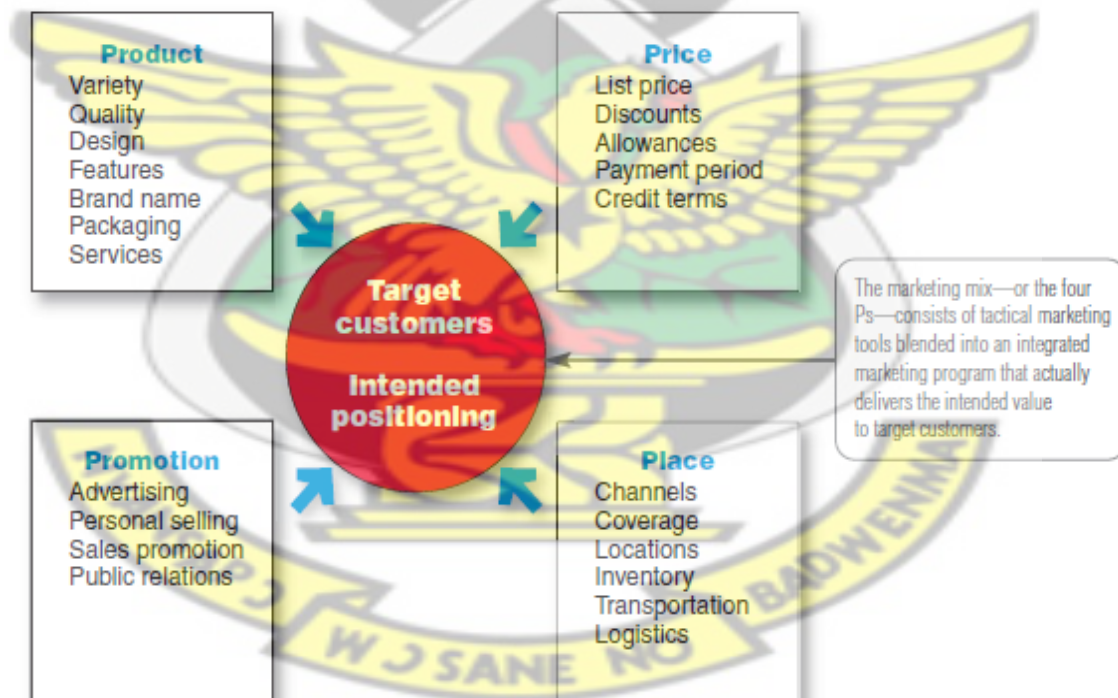
2.5 The elements and criticisms of marketing mix

The term marketing mix is said to be used first by Borden (1965) and was suggested by Culliton(1948). Marketing mix is the combination of marketing activities that an organization engages in so as to best meet the needs of its targeted market. Number of researchers (For example Booms and Bitner, 1981; Kotler, 1986; MaGrath, 1986; Baumgartner, 1991; Grönroos,1994; Vignali, *et al*, 1994; Low, *et al*, 1995, Bennet, 1997; Goldsmith, 1999; Constantinides, 2002; Goi, 2005; Möller, 2006;) explores more 'P's instead of the traditional 4P's only currently applied in the market

Möller (2006), in his work, highlighted four main criticisms against the Marketing Mix framework. According to him, firstly, the marketing mix does not consider customer behaviour but is internally oriented. Secondly, the mix regards customers as passive; it does not allow interaction and cannot capture relationships. Moreover, he reveals that

the mix is void of theoretical content; it works primarily as a simplistic device focusing the attention of management. Lastly, Möller (2006) added that the marketing mix does not offer help for personification of marketing activities.

A number of issues raised as criticisms against the marketing mix have been documented in literature (See for example Udell, 1964; Perreault and Russ, 1976; Robicheaux, 1976; LaLonde, 1977; Booms and Bitner, 1981; Jackson, *et al*, 1985; Judd, 1987; Kellerman, *et al.*, 1995; Rafiq and Ahmed, 1995; Constantinides, 2002; Wang, *et al*, 2005; Möller, 2006; Popovic, 2006; Fakeideas, 2008). In spite of all criticisms against the marketing mix, the 4Ps remain a staple of the marketing mix (Kent and Brown, 2006).



(Source: Kotler and Armstrong, 2012)

Figure 2.1: The schematic illustration of the marketing mix

Figure 2.1 above shows how the 4Ps are tactically blended into an integrated marketing programme to deliver the intended value to the target customers.

2.6 Promotion as a marketing mix element

Promotion is one of the marketing mix elements which refer to the entire set of activities which communicates the product, the brand or service to the user (Stokes, 2000). The idea about promotion is to make people aware, attract and induce to buy the product, in preference over others. Promotion has also been defined as the method used to spread the word about a firm's product or service to customers, stakeholders and the broader public (Kotler and Keller, 2009). Once a firm identifies its target market, then a good idea of the best way to reach them has to be developed in order to win them for them to patronize in their product or service. According to Carson (1990), promotion comprises communications tactics used to educate consumers, increase demand, and differentiate brands. These communication tools serve as tactics within the promotional plan to accomplish objectives such as: increasing sales, launching new products, creating and building brand equity, establishing market positioning, retailing against competition, strengthening brand image. Thus, promotional efforts should work in harmony with product marketing, pricing, and distribution actions that target prospects and customers (Stokes, 2000). It is worthy to note that as firms implement their promotional plan, they also seek to educate consumers, increase consumer demand, and differentiate their products and services in the marketplace (Dockel *et al*, 2002).

2.7 Marketing challenges faced by footwear industry in developing countries

In spite of its benefits, such as access to footwear, employment and income generation in Kumasi, footwear industry is faced with challenges such as lack of promotion, business premises, finding new markets, product range, transportation, competition, product awareness, capital, sourcing and quality.

2.7.1 Lack of promotion

In affirmation, Clough (2011) writes that manufacturers of footwear, in developing country, do not carry out active promotion of their products. They rely on passing trade and customers finding their businesses by chance which results in minimal and local sales (Clough, 2011).

2.7.2 Business premises

The manufacturers of footwear may not have an identifiable business premise in which to display and sell their products. Clough (2011) stated that many manufacturers of footwear may sell their products in someone else's shop or from their home. Business location is also important to maximize on passing trade. If the business is located far from the market the manufacturer may rely on customers coming to them or will have increased transportation costs to get their products to market.

The manufacturers may also have limited space available to them for both the production and storage of their products, which will limit the amount they can produce.

Moreover, for the manufacturers to expand their business and reach out to the market, they may want to set up an outlet in another trading centre. Clough (2011) believes that

probably this can pose many challenges such as capital to set up a stall, transportation of goods and man power to operate a further outlet.

2.7.3 Finding new markets

Clough (2011) is of the view that manufacturers of footwear may rely heavily on local customers and have a need to form links with markets in other towns to expand their customer base. They may also want to be linked up to distributors and stockist but lack the knowledge and contacts to make these links (Clough, 2011).

2.7.4 Product range

The manufacturers may depend on selling one specialized product which limits the amount of sales they will make each month. They may benefit from expanding their product range particularly into nice and quality products.

2.7.5 Transportation

Manufacturers of footwear whose business is located far from the market centre may have this kind of challenge. The cost and logistics of transportation may be an issue particularly in areas with poor quality roads. Clough (2011) has stressed that transportation costs can increase the price of the products and cut into the manufacturers' profit margin. Majority of the businesses of the manufacturers of footwear are often located in remote towns connected by rough roads and thus makes conveyance of their products to the market quite challenging.

2.7.6 Competition

The manufacturers may face a lot of competition from similar businesses' products in the area. This is a particular issue in the footwear industry business where competition exists from more nice and quality product options from foreign countries (Clough, 2011). There may also be strong competition for raw material such as leather, glue and many others, when a limited supply is available in the local area. This may lead to an increase in the price of raw materials.

2.7.7 Product awareness

Potential customers may lack awareness and even the existence of the product (Clough, 2011). This is a particular problem with footwear that are new to the market such as newly designed products by the manufacturers of footwear.

2.7.8 Capital

A manufacturer of footwear may lack capital to buy stock or raw materials in bulk which allows them to benefit from economies of scale (Clough, 2011). They may also lack capital to engage in marketing activities, research and development or to purchase equipment which would help their business to expand. For example, a manufacturer of footwear may lack the capital to buy additional raw materials that would increase the number of footwear they could produce at one batch of production.

2.7.9 Sourcing

A manufacturer may struggle to source low cost, quality products and raw material in the local area. This is a particular problem for footwear manufacturers where the cost of

raw materials can vary between different regions. The sourcing of quality products is also a challenge in the footwear business with many substandard products on the market (Clough, 2011).

2.7.10 Quality

Manufacturers of footwear struggle to continue to produce quality products which would help them maintain customers and fetch higher prices.

2.8 Conclusion and Lessons Learnt

Review of the literature on the marketing challenges faced by the footwear industry in developing countries has revealed that market plays significant role in the livelihood improvement of actors. The review has also revealed that if the marketer understands consumer needs; develops products that provide superior customer value; and prices, distributes, and promotes them effectively, these products will sell easily. Marketing has also been understood to be a social and managerial process by which individuals and organizations obtain what they need and want through creating and exchanging value with others. Some marketing challenges from the review have been revealed to include difficulty in finding new markets, lack of promotion, transportation challenges, and difficulty in accessing capital, among others. The purpose of reviewing literature is to broaden one's scope. It is evident that in every scientific study, there is always the need to validate one's findings with empirical evidence. The succeeding chapters present the methodology to be employed for the study, the profile of the study area as well as logical presentation and analysis of the result of the investigation from the field.

CHAPTER 3

METHODOLOGY

3.1 Research Design

A research design is an empirical process of linking data collection to the research issues and finding solutions to address them. There are several types of research design; mixed research design, qualitative, exploratory, quantitative, descriptive and cross experimental research designs, among others. With the cross-sectional design, a set of information is collected for a sample at one point in time. The cross-sectional design involves observation of all of a population, or a representative subset, at one specific point in time. It mostly aimed at describing the pattern of relations before any attempt at casual inference is made: in this case specific energy needs and choices of operators for productive activities. The mixed research makes provision for at least one quantitative method (designed to collect numbers) and one qualitative method (designed to collect words/descriptive in nature). Qualitative research is holistic, subjective and process-oriented approaches used to understand, describe, and come up with a theory on a phenomenon.

With this study, the descriptive research design was employed and it is a research which describes phenomena as they exist (Jill and Roger, 2003). It is used to identify and obtain information on the characteristics of a particular problem or issue. The study was descriptive to the extent that most of the questions focus on identifying the markets the manufacturers of footwear are serving, marketing mix being applied by those manufacturers and marketing challenges faced by them.

In addition, the data acquisition method was based on quantitative study. The quantitative research makes use gathering responses so as to improve upon the services rendered by an organization (Edmunds, 1996). The research involves asking questions and gathering opinions in a structured manner. Quantitative research further helps generate statistics y making use of a large-scale survey by using tools such as structured interviews and questionnaires. The approach was thus used in the study to gather relevant data from the respondents to address the research objectives. It made use of both close-ended and open-ended questions.

3.2 Sources of Data

Primary data was used for this research. According to Proctor (2005), primary data of research are often gathered to evaluate customer buying intention, attitude and behaviour. Primary data is collected by researchers either by observation, questionnaires, or experimentation or blend of them. (Chisnall, 1997; Malhotra and Birks, 2006; Smith and Albaum, 2012).The study utilized first hand data (primary data) which came from the chosen respondents who answered the survey questionnaires.

3.3 Unit of Analysis

The research studies manufacturers of footwear in the Kumasi Metropolis. The unit of analysis is the manufacturers of footwear in the Kumasi Metropolis. The individual respondents were specifically the producers or manufacturers of any type of footwear identified in the study area.

3.4 Population

Population refers to the total number of people in a group that the researcher is interested in (Housden, 2010). The population for the study is all the manufacturers of footwear. Kalton (1983) and Kaimowitz (1990) stated in their works that the larger the population the more expensive and time consuming it is to collect the data. Hence a sample size that represents the population must be employed in a survey work. The target population for the study was manufacturers of footwear in the Kumasi Metropolis. All those who met this criterion were considered in the study. However, after consultations with the BAC to obtain the number and location of footwear manufacturers in the Metropolis, it came out that the institution did not have such data largely because of the informal nature of the activity. It was however suggested that the researcher goes to the Kejetia cluster where manufacturers were easily found in sheds for head count/enumeration. The survey hence obtained a total of approximately 412 footwear producers within the cluster to be considered for the study.

3.5 Sampling size

A limitation of the study was the absence of data on the number of footwear manufacturers in the Kumasi Metropolis. The researcher admits that there are many footwear manufacturers in the Metropolis but was difficult obtaining the number because the informal nature of the activity and time constraints. Owing to this limitation, the researcher enumerated or did a head count of all the identifiable footwear producers in the Kejetia cluster where they were found in sheds. This was done for easy identification, counting and scientific selection of sample size and sampling. The head count aided in obtaining the names, telephone numbers and location of the respondents

(footwear manufacturers) for easy identification and sampling. The survey obtained a total of approximately 412 footwear producers within the study area.

A sample size of two hundred (200), representing 49 percent of the manufacturers of footwear was employed to represent the whole population of 412 manufacturers within the Kejetia cluster. It is noteworthy that the two hundred (200) manufacturers of footwear were the units of analysis to aid in achieving the first, second and third objectives for the study.

Slovin's Sample Size Formula was used to determine the sample size. The formula is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

where: n is the sample size; N is the study population, e is the margin of error (0.05) at 95% confidence level/significance level.

$$n = \frac{412}{1 + 412(0.05)^2}$$

$$n = 203$$

The survey obtained a total of approximately 412 footwear producers within the study area. A sample size of 203 was derived at 95% confidence level and 5% level of significance. The sample size was however rounded up to 200 for data collection and analysis.

3.6 Sampling technique

The simple random sampling technique was applied to select the respondents for the study. In this technique, each member of the population has an equal chance of being selected as subject (Housden, 2010). The application of the simple random sampling technique was made possible by the availability of detailed sampling frame which identified the units of inquiry by their names and location. The simple random sampling technique was operationalised through the lottery method. Manufacturers were found in sheds and so assigned numbers to them. The numbers were written on pieces of paper and put in a box. The papers were drawn without replacement until the required number of each set of the units of inquiry was obtained.

3.7 Data Collection Instrument

In collecting data, questionnaires and face-to-face interviews were employed.

3.7.1 Questionnaires

A questionnaire according to Housden (2010) is a structured data-collection mechanism involving a range of question formats and completed orally or in print. The questionnaire to the manufacturers of footwear was self-administered by the researcher since some respondents needed further clarifications of some questions. The questionnaires were, however, pre-tested using a convenience sample to assess clarity and validity of the questions. The questionnaire captured range of questions to aid in answering the research questions outlined in chapter one of this write-up. The sample questionnaire can be found in the appendix.

3.7.2 Face-to-face Interview

A face-to-face interview was conducted with the manufacturers of footwear in Kumasi Metropolis. According to Housden(2010), face-to-face interviews are interviews that are conducted out with respondents in face-to-face contact with the interviewer. This enlightened the researcher to acquire deeper understanding of the manufacturers of footwear.

Face-to-face interviews with respondents (manufacturers and customers) were carried out by means of a semi-structured questionnaire (as found in Appendix I and II). The closed-ended questions yielded responses that provided quantitative results for further interpretation and discussion. Responses from the open-ended questions were first coded based on the themes/objectives of the study. Patterns in the responses were later explored and elaborated to support/supplement the responses from the close-ended questions. The results were then discussed with existing literature reviewed by the study under the literature review section.

3.8 Data Analysis

In analyzing data collected from the survey, descriptive statistics including correlation, regression and chi-square tests were used to analyze the data with the help of Statistical Package for the Social Sciences (SPSS 16.0).

A five-point Likert scale was then to ascertain the order of significance, the factors that influence the preference for an energy service to another. The scales used were: 5 –very good significant; 4-good; 3-uncertain/indifferent; 2-poor/bad; and 1-very poor/bad. Respondents were asked to explain the reason for assign a scale to a given factor. The SPSS was then used to generate the mean, standard deviation and co-efficient of

variation to explain the responses given by the manufacturers and customers regarding the variable being considered (quality of footwear products). The Kendall's coefficient of concordance was further used to test the agreement among the respondents' ranking of the reasons. It was hence used to rank the marketing challenges by confronting manufacturers

The Pearson Chi-square test was further used to determine the degree of association between branding and packaging of products. The Pearson Chi-square test was further run to test the hypothesis that "There is no significant association between branding and packaging of products". This was accepted at $p \leq 0.05$.

3.8.1 Finding out the customer groups manufacturers of footwear are selling their products to

Questionnaire was developed to interview the manufacturers of footwear in Kumasi Metropolis with respect to the customer groups they are selling their products to. The results were presented in simple frequencies and percentages and appropriate charts, tables and figures.

3.8.2 Assessing how manufacturers of footwear are applying the marketing mix from product development to sales

Similarly, questionnaire was developed to ask the manufacturers of footwear, in KMA, how they apply the marketing mix from product development to sales. Descriptive statistics (chi-square, correlation and regression analysis) was used to describe the results of the data as discussed earlier.

3.8.3 Analyzing the main marketing challenges manufacturers of made-in- Ghana footwear are facing

In achieving this objective, literature was reviewed to get the marketing challenges faced by the manufacturers of footwear. The identified marketing challenges faced by the manufacturers of footwear were given to the respondents to rank them in order of importance according to their own opinions. The respondents' responses were summarized and weighted to obtain an overall ranking of the reasons. The most important reason was weighted one, the second most important reason was weighted two, and this was done for the other reasons up to the last.

Kendall's coefficient of concordance was used to test the agreement among the respondents' ranking of the reasons.

3.9 Brief Profile of the Case Study

In Ghana, footwear plays an essential part of our culture. Almost all the tribes wear footwear as part of their traditional dressing. Also, people wear shoes, slippers, or heel to work, church, school and other important places. Consequently, a very great opportunity seems to exist in the footwear industry in Ghana. But manufacturers of footwear find it difficult in marketing their products.

Despite the opportunities that seem to exist in the marketing of footwear in Ghana manufacturers in the footwear industry in KMA are still faced with many challenges. Upon some efforts being made by the manufacturers of footwear in marketing their products, majority of the customers, especially those in Kumasi Metropolitan Area (KMA) unconsciously maintain the perception that footwear produced in Ghana are of "poor" quality. This has led to low patronage of the footwear produced in Ghana

(especially Kumasi). Thus, most people in the KMA prefer to purchase imported or foreign footwear rather than purchasing the locally manufactured footwear. The gap of marketing these products is present in almost all the footwear manufacturers in Ghana.

Kumasi, the second largest and most populated city in Ghana and also the commercial livewire of the country was chosen as a study area for this study (Ghana Statistical Service, 2012). The key reason for its selection is the fact that it lies in the middle belt of the country and as such attracts all shades and kind of the manufacturers of footwear from all parts of the country to the other. The major economic activity that takes place in Kumasi is mostly trading and other business activities.



CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter of the study presents the data and analysis of the marketing strategies and challenges affecting manufacturers of footwear in the Kumasi Metropolis. It details the socio-demographic characteristics of respondents: manufacturers; the various customer groups that footwear manufacturers are selling their products to, how manufacturers of footwear are applying the marketing mix from product development to sales and the main marketing challenges affecting manufacturers of made-in- Ghana footwear.

4.2 Socio-Demographic Background of Manufacturers of footwear

This sub-section highlights the socio-demographic characteristics: age-sex structure, educational attainment, and marital status of the manufacturers of footwear.

4.2.1 Age and Sex Profile of Respondents

The study revealed that 88% and 12% of the interviewed manufacturers were males and females respectively as indicated in Table 4.1. This thus suggests that the male manufacturers were over 633% more than the female counterparts. The distribution also depicts a sex ratio of 13.6%, implying that for every hundred male manufacturers, there are approximately, 14 female manufacturers. This confirms a similar finding of Marana (2010) and Matthew (2013) who indicate that foot-wear manufacturing is predominantly a job for males. However, the male dominance is unique to the survey as the sex ratio is not in tandem with the national average of 100 females to 93 males (Ghana Statistical Service, 2013). This however could suggest that males are the “bread winners” of

households and so engage in various economic activities to cater for the household. This therefore supports the assertion of the Institute of African Studies (2012) in explaining the concept of households within African societies; that men as household heads and decision makers are the sole bread winners of the household.

Table 4.1: Sex Distribution of Manufacturers

Sex	Frequency	Percentage (%)
Male	176	88.0
Female	24	12.0
Total	200	100.0

Source: Author's Construct, March 2016

Further computation of the ages of manufacturers revealed a mean age of 33 years. This gives an indication that majority (88.8%) of the manufacturers are found within the economically active age group (15 to 64 years). A further comparative analysis with the 2012 national average shows that the active age group covered by the study is about 33% higher than the national average of 55.8% (GSS, 2013).

The mean age of manufacturers (33 years) as revealed by the study shows that the age structure depicts a youthful group. The Ministry of Youth and Sports (2010) by the Ghana National Youth Policy Report defines the term 'youth' as "persons who are within the age bracket of fifteen (15) and thirty-five (35)" (Ministry of Youth and Sports, 2010). Hence, the mean age of 33 years is higher than the national mean age average of 27 years (GSS, 2014). Lastly, it was revealed that approximately 96% of the manufacturers were Ghanaians. This shows the dominance of the nationals in the

locally-made footwear industry. The industry can therefore provide livelihood to many youthful Ghanaians should they want to be engaged in the sector. Having access to employment as revealed by several studies has the capacity to reduce vices associated with unemployment, such as alcoholism, armed robbery, vandalism, among others. Interview with the respondents also revealed that youth unemployment which is one of the principal social and economic challenges of this decade in and around the world need to be tackled and so the need to learn and practice a craft, and cater for the household. Long spells of unemployment have serious long-term effects for individuals, such as reduced earnings and social exclusion. It is thus implied that those who are unemployed have the opportunity to enter into the industry, earn a living and have a sense of social status in society.

4.2.2 Educational Status of Respondents

According to the GSS (2013), education is an important aspect of societal development. It is the process of acquiring knowledge, skills, values and attitudes to fully develop individual capacities for societal well-being. Findings from the study revealed that about 59% of the respondents were educated or had ever been to school. This therefore implies that approximately 41% of them had never attained formal education (See Figure 3.1). Footwear making is craft which according to the UNDP (2009), requires some level of education; both formal and informal, to effectively practice the trade. Promoting, making high quality products and marketing the products according to Radcliffe (2006) require skills and knowledge to do that.

Findings from the survey further revealed that about 61% of the footwear manufacturers were married, while 39% of them were single. A further cross tabulation between sex and marital status reveals that 55% of the males were married thus supporting the earlier assertion that males are the “bread winners” of households and so engage in various economic activities to cater for the household (See Figure 4.1).

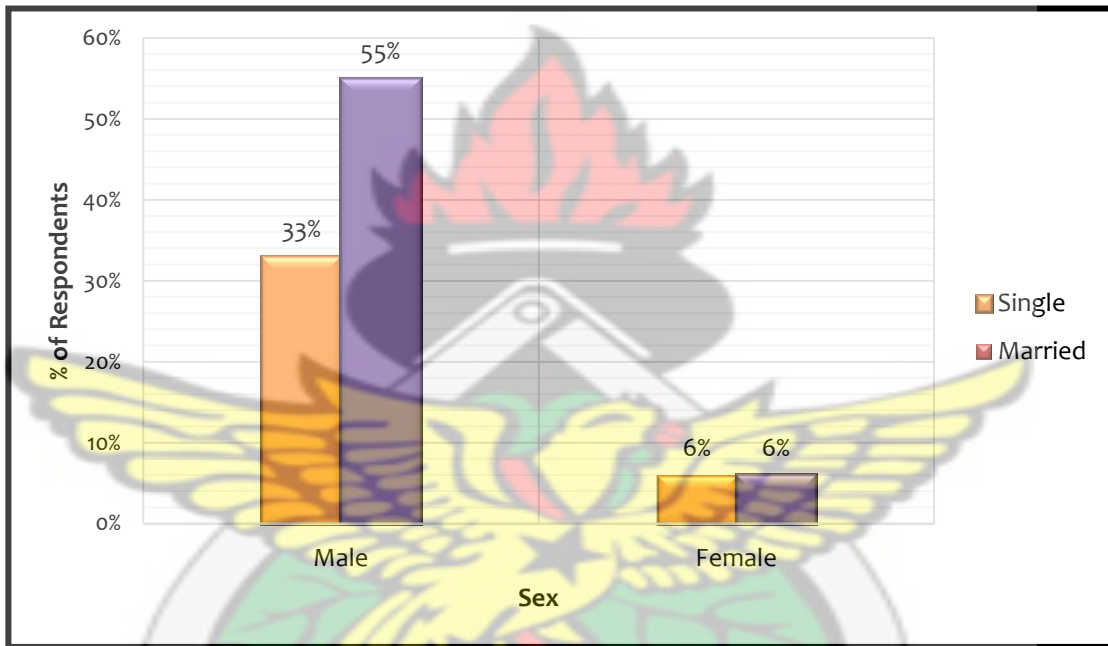


Figure 4.1: Cross Tabulation between Sex and Marital Status

Source: Field Survey, March 2016

4.2.3 Number of Years in the Enterprise

The essence of this variable is to ascertain the extent to which respondents have been in the identified economic activity. The footwear industry is a craft which is believed to be passed on from one generation to another (Yankson, 1992; Zion and Kozleski, 2005).

This, linked with the age of respondents thus help determines whether the respondents are into their economic activities because of it being a craft or other reasons

Computation on the average number of years manufacturers have been in business revealed that the footwear manufacturers had been in business for about 7.64 years. The foregoing reveals that there is the likelihood of passing over the craft onto the younger generation, thus sustaining the footwear industry within the study area. Also staying in business for that length of time indicates that the respective business is a major source of livelihood, which manufacturers would be unwilling to stop. There should thus be measures to improve upon the conditions of the working environment (training seminars) so as to develop the industry, get more people into the business which would serve as a major source of revenue to the Assembly.

The study identified that all the firms were managed and controlled by their owners. Thus the study could not distinguish between the owners of the businesses and the managers as owners administered and controlled the affairs of the business. Findings from the study revealed that the type of ownership of the the identified businesses in the study area was largely operated on sole proprietorship. This indicates the essence of operators to own their own businesses, have control over the activities and put in measures to improve upon the business revenue so as to take care of the financial needs of the enterprise to keep it running.

4.3 Services and Products for Sale to Customers

It was also imperative to study into the kinds of products and services rendered by the identified businesses and the products they produce, as well as the category of customers they offered their services to. The study revealed that the manufacturers produced 'local' footwear products: shoes, slippers, and sneakers, among others to various customers. They made use of several materials for the products, largely leather and kente and other cloths (See Figure 4.2).



Figure 4.2: Some images of footwear in the Kumasi Metropolis

Source: Field Survey, March 2016

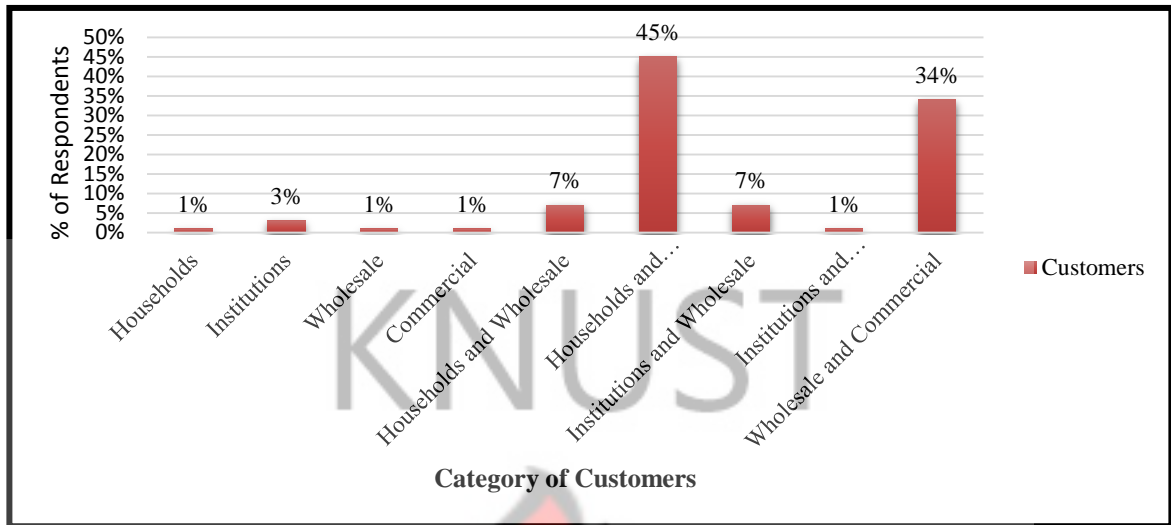


Figure 4.3: Customer Groups

Source: Field Survey, March 2016

Figure 4.3 shows that 45% of the manufacturers sold their products to both households and customers within the commercial sector, particularly retailers; 34% to wholesalers and retailers; 7% to households and wholesalers and institutions and wholesalers each. The institutions that manufacturers sold their products to were largely educational institutions; particularly at the Senior High Schools and the basic/primary schools. The institutions ordered them in larger quantities which served as a major source of income for such manufacturers. In the words of Adjei (2012), institutions represent one of the largest customer groups which producers/manufacturers can target to increase sales and revenue. This gives implication of the varied categories and number of customers that manufacturers can sell their products to increase sales and revenue.

The study further revealed that approximately 76% of the manufacturers took into consideration the needs of their customers before developing the product.

According to one respondent: “We are making the products for them and so if we do not consider and produce what they want, we cannot continue to be in business”. It was revealed that about 80% of these were the producers that made the footwear for institutions. They were thus given specific descriptions on the kinds of products to be manufactured.



4.4 Packaging and Branding of Products

This section of the study presents and analyses data on the manufacturers’ response to the packaging and branding of footwear products.

Table 4.2: Packaging and Branding of Products

Response	Frequency	Percentage
Take into consideration your customers’ needs before developing the product?		
Yes	152	76.0
No	68	34.0
Total	200	100.0
Does your product have a brand name?		
Yes	70	35
No	130	65
Total	200	100.0
Do you package your products?		
Yes	72	36
No	128	64
Total	200	100.0
Do your products have a unique design or features?		
Yes	200	100
No	0	0
Total	200	100.0
Do you provide any after sale services to your customer?		
Yes	200	100
No	0	0
Total	200	100.0

Source: Field Survey, March 2016

The study observed that a greater percentage of the manufacturers' products (65%) did not have brand names as indicated in Table 4.2. Some of the brand names given by those who had them were Clarke, Jemson, Nike, Adidas, among others. These were however noted to be brand names of foreign products. Consequently, only 36% of them packaged their products. According to UNIDO (2002) and Kellerman *et al.* (1995), products that are well branded and packaged are mostly those with brand names. Thus, products that did not have brand names and packaging were indirectly not well marketed and promoted. Manufactures agreed that marketing their products by giving brand names and packaging products was important, though the strategies came at respective additional costs.



Figure 4.4: Some footwear products

Source: Field Survey, March 2016

Branding and packaging products meant designing and printing out the needed materials which they were unprepared to incur such costs. This confirms the assertion of the concept of rationality choice that individuals opt for options that generate returns and maximum satisfaction. Thus, so long as they are able to raise enough revenue to cover operational costs without these marketing strategies, footwear manufacturers would not want to incur extra costs.

In an attempt to attract customers, manufacturers claimed they had unique designs for their products. The researcher however observed that products were similar among manufacturers. The observed differences were the colour used in the designs and the materials used (kente cloth) in designing the products. It was thus revealed that all respondents had unique designs for their product and as well provided after sale services to customers. According to them, this was one surest way of selling their products, attracting more customers and earning enough revenue. All manufacturers provided after sales service to customers whenever needed. It was however identified that customers after a period of time (6 months) paid for the services offered when there were issues (faults) with products.

Table 4.3: Association between branding and packaging of products

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.205 ^a	1	.138		
Continuity Correction ^b	1.604	1	.205		
Likelihood Ratio	2.179	1	.140		
Fisher's Exact Test				.190	.103
Linear-by-Linear Association	2.183	1	.140		
N of Valid Cases ^b	200				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 12.60.					
b. Computed only for a 2x2 table					

Source: Field Survey, March 2016

Computation of Chi square test value of 2.205 to ascertain the association between branding of products and packaging of products revealed that there was no significant association between the two variables. The Asymp. Sig. (p value) of 0.138 is greater than the significant value of 0.05 (p value of >0.05). This gives an indication that branding of products is independent of packaging of footwear products. Hence according to the manufacturers, branding of the products has nothing to do with their packaging. The two variables are independent of each other.

Findings of the study further revealed that 64% of manufacturers asserted that their products were superior to their competitors in terms of quality. About 18% on the other hand indicated that the services offered and the materials they used in making their products made their products superior to their competitors as shown in Figure 4.5.



Figure 4.5: Superiority of foreign products over locally made footwear products

Source: Field Survey, March 2016

Furthermore, approximately 35% of the manufacturers indicated that the quality level of footwear was good. Majority (65%) of them was of the view that the quality of the products was very good (See Table 4.4). Thus, none was of the view that, the quality of the products was poor. This, maybe, could be a way of convincing or attracting customers to purchase the products. This was however confirmed by the customers where approximately 48% of them who purchased the products were of the view that, the footwear was of good quality. Only 22% of them indicated that the products were of poor quality. This in a way is very good for the footwear industry and thus the need to improve upon the quality of the products.

Table 4.4: Quality of footwear products

Response	Frequency	Percent			
Good	70	35.0			
Very good	130	65.0			
Total	200	100.0			
Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Quality level of footwear (Manufacturers)	200	4	5	4.65	.479
Quality level of footwear (Customers)	50	2	5	3.66	.402
Valid N (listwise)	250				

Source: Field Survey, March 2016

Calculation of the mean value (4.65) revealed that generally, manufacturers of the footwear products perceived the quality of the products to be very good. The mean value of 4.65 falls close to the assigned scale '5' which gives an indication that, the quality of products is very good. The mean value for customers (3.66) further supported the assertion by customers that the quality of products was generally good. The mean value of 3.66 falls close to the assigned scale '4' which gives an indication that, the quality of products is good.

4.5 Pricing Strategies of footwear product

As a strategy of pricing products well to yield maximum returns, all manufacturers (100%) knew about the price of the products of their competitors and sold their products at discount to attract more customers (See Table 4.5).

One respondent indicated that: *“It is very important to know how much footwear of a competitor is sold at. If you sell similar product at a higher price, no one will buy yours. Strategically you either sell at a lower price or a similar price.”* This assertion therefore indicates the significance of manufacturers in selling their products at a relatively similar price as their competitors.

Table 4.5: Pricing Strategies of Manufacturers

Response	Frequency	Percentage
Do you know the price your competitors are selling their products?		
Yes	200	100
No	0	0
Total	200	100.0
What price do your competitors sell their products?		
Higher price	54	27
Same price	104	52
Lower price	42	21
Total	200	100.0
Which of the following pricing strategies do you use?		
Customer value-based pricing	102	51
Cost-based pricing	14	7
Competition-based pricing	46	23
Customer value-based pricing and Competition-based pricing	38	19
Total	200	100.0
When do you usually experience a boost in sales of your products?		
No special period	94	47
Festivities and Special Occasions	106	53
Total	200	100.0

Source: Field Survey, March 2016

Consequently, 27%, 52% and 21% of the respondents stated that their competitors sold their products at a higher, same and lower price respectively. Approximately 96% of the customers were of the view that the prices of the footwear products were lower, compared to other foreign brands. Though the prices of the products were revealed to be lower, about 52%, 42% and 6% of the customers revealed that foreign products were superior to the locally-made products because of their quality, packaging and materials used, respectively. This calls for the need for manufacturers to work towards improving the quality and packaging of the products to attract more customers.

The dominant pricing strategy adopted by manufacturers was the customer value-based pricing. Thus, manufacturers set the prices of their products based on preference of customers. This according to Schwartz (2005) is an effective means of attracting more customers, marketing products and meeting their needs. However, approximately 23% of them priced their products on a competition-based.

Festive seasons in Ghana are known to be periods where different kinds of products of manufacturers are highly sold as indicated in Table 4.5. Manufacturers during these periods yield maximum returns on the goods they offer for sale (FAO, 2009; Adjei, 2012). It was therefore not surprising when 53% of the manufacturers experienced a boost in sales of their products during festivities and special occasions. Manufacturers on the average earned as high as GH¢2,050.65 every month compared to GH¢602 on non-festive periods. This depicts over 240% margin in the monthly revenue recorded during festive occasions.

Footwear products were offered for sale largely at both shops of manufacturers and retail shops, as indicated by 91% of the manufacturers. Thus was confirmed by the customers (87%) who said that they acquired the products from the shops of the manufacturers and other vending shops. Subsequently, all manufacturers delivered products to customers who were unable to purchase them at the various shops free of charge. This according to respondents was a getting closer to customers. A study by Sweeney and Swait (2009) suggests that in order to ensure that customers remain loyal to producers, there is the need to get closer to them by any means. Areas covered by manufacturers in Kumasi in terms of marketing and selling their products were basically within the CBD: Adum,

Kejetia, and Bantama. This was largely because the manufacturers were found in the Adum and Kejetia clusters.

4.6 Marketing challenges affecting manufacturers of footwear

The last objective of the study was to identify the main marketing challenges manufacturers of footwear are facing. Respondents were made to rank the most pressing challenge which needs immediate redress. The study revealed that, manufacturers' major challenge had to do with the "lack of promotion of their products". According to them, they were unable to do this much because of the associated cost. Secondly, "the quality of the products" was another major challenge they encountered. Comparatively, customers preferred foreign footwear products to the locally-made ones due to quality issues. Though, manufacturers asserted that their products were of high quality, customers regarded it otherwise. This thus served as major challenge in marketing their products. The presence of competitors was ranked the third challenge affecting the marketing of their products. Poor product awareness among consumers, inadequate capital and difficulty in sourcing raw materials were ranked 5th, 6th and 7th respectively as marketing challenges of footwear (See Table 4.6).

Table 4.6: Ranking Marketing Challenges by Manufacturers

Challenge	N	Mean Value	Rank Position	Kendall Coefficient
Lack of promotion	200	1.33	1st	N = 200 Kendall' W = 0.812 Chi – Square = 23.891 Df = 6 Asymp. Sig = 0.001
Inability to find new markets	200	4.2200	4th	
Presence of competitors	200	3.2100	3rd	
Poor product awareness among consumers	200	5.1500	5th	
Inadequate capital	200	5.7200	6th	
Difficult in sourcing of raw material	200	6.5000	7th	
Quality of product	200	1.9500	2nd	
Valid N (listwise)	200			

Source: Field Survey, March 2016

Generally, the presentation from Table 4.6 reveals that, manufacturers seem to agree to all the challenges stated to affect the marketing of footwear. This is witnessed by all the mean values of the statements above falling close to the agreed scale of as ranked on the questionnaire. In this case the Kendall's coefficient of concordance (W) was employed to determine the degree of agreement of the challenges related to the marketing of footwear products. The Kendall's coefficient of concordance is displayed on Table 4.6. In addition, the coefficient of concordance of 0.812 with 6 degrees of freedom at 95% confidence level implies that there is 81.2% of agreement in the level of rankings by the respondents. This suggests a higher degree of agreement in the rankings. Thus measures to be put in place in addressing these challenges should be tackled based on the ranking: first challenge addressed first.

Discussion with the Metropolitan Assembly, particularly the Business Advisory Council (BAC), revealed weak institutional support and capability to promote the footwear industry. The BAC noted that due to logistical and financial constraints, and also the informal nature of the businesses, it was very challenging knowing the exact number of manufacturers in the Metropolis. There was thus no available data on the number and other details of footwear industry in the Metropolis to put in place interventions to help promote and address the marketing challenges of manufacturers. On the mobilization of revenue, it was however revealed that, the District Assembly contracts revenue collectors to visit manufacturers and take daily tolls from the enterprises, as a source of IGF.

4.7 Promotional Activities/Strategies by Manufacturers

Findings of the study revealed that only 31% of manufacturers undertook promotions to attract prospective customers to their products (See Figure 4.6). Further cross tabulation on the number of manufacturers who undertook promotion activities showed that, 9% and 22% of them did so quarterly and annually respectively, as indicated in Figure 4.6.

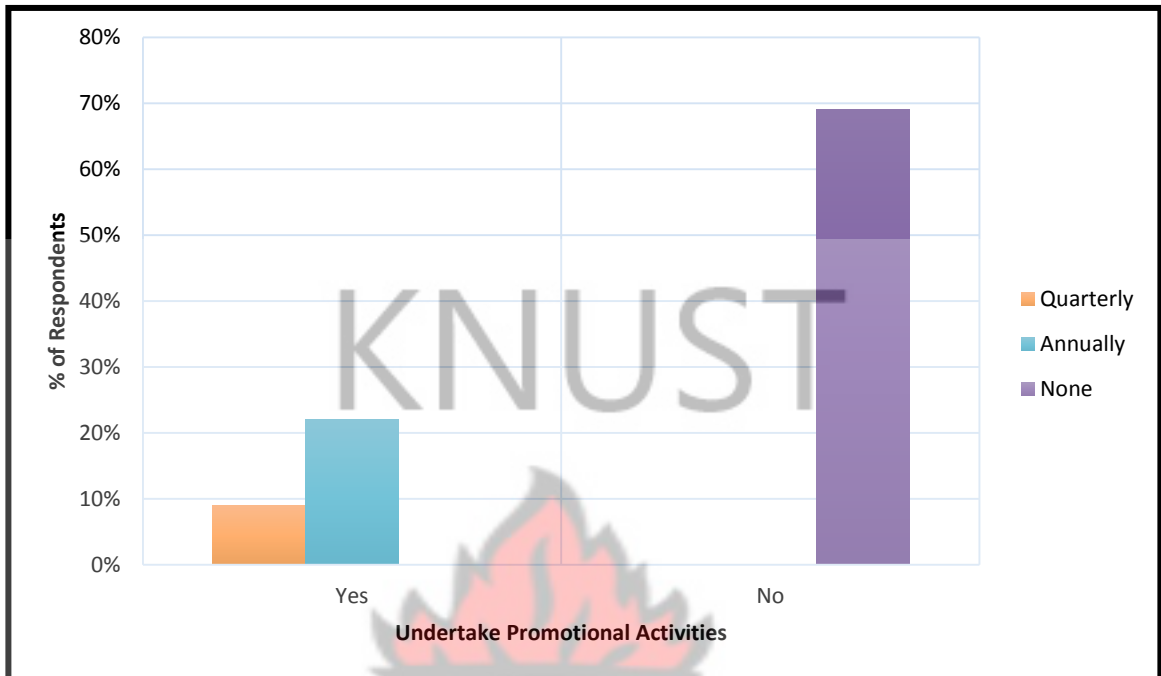


Figure 4.6: Manufacturers who undertake promotional activities

Source: Field Survey, March 2016

In the view of the manufacturers, the use of local media was the most effective form of promoting footwear as indicated by 41% of them. A respondent in confirming this stated that: “the presence of the local media is to talk about products that are made in Ghana. The president even not long ago talked about it: domestication. A lot of people listen to the radio and read local newspapers. If they should talk more about it, we can better market and promote our products, earn more, pay taxes and develop the nation.” Secondly, about 25% of them asserted that “word of mouth” is also an effective way of promoting their business (See Table 4.7). Thus, they (manufacturers) and customers should be talking to others about footwear products. This according to them, will market the products to have local and international recognition. Therefore, there is the need to

sensitize the local media on promoting made-in Ghana footwear to have the necessary advertisement.

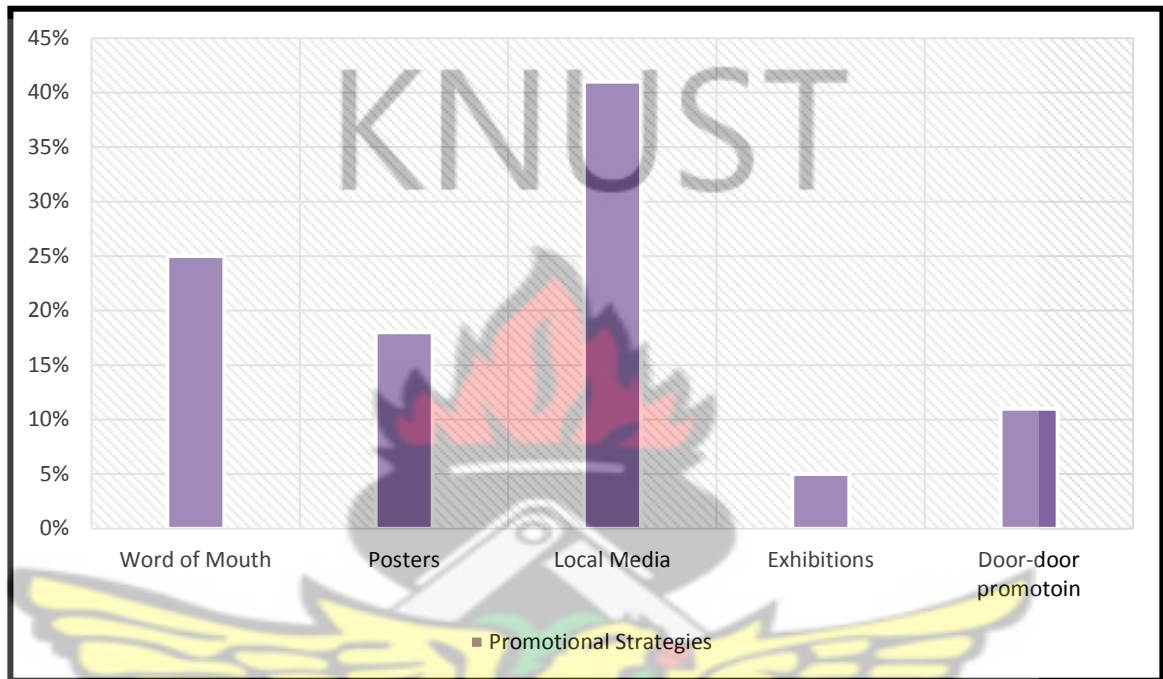


Figure 4.7: Effective promotion activities used by Manufacturers

Source: Field Survey, March 2016

Lastly, on the part of customers, strategies that can help improve the promotion and marketing of the footwear products include making use extensive use of the local media (44%), using posters (18%), by word of mouth (16%) and undertaking product demonstration (12%). Other strategies include packaging and branding products nicely and well, as well as using high quality materials to produce the footwear.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The preceding chapter presented the study's analysis as well as the discussions of the study's findings. This chapter thus summarizes the major findings from the study. Premised on the identified potentials and challenges emanating from the study, the chapter also recommends possible measures to capitalize on the potentials and manage the challenges. The major findings have been presented based on the objectives set for the study.

5.2 Summary of Findings

The general objective of the study was to investigate into the marketing challenges affecting manufacturers of footwear in Kumasi Metropolis. The findings have been outlined based on the study's specific objectives.

5.2.1 To find out the customer groups manufacturers of footwear are selling their products to

The study identified four major customer groups: households, commercial, wholesalers and institutions. It was revealed that 1%, 3%, 1% and 1% of the manufacturers offered their products for sale to households, institutions, wholesalers and commercial dealers only, respectively.

Furthermore about 45% of them sold their products to both households and customers within the commercial sector, particularly retailers; 34% to wholesalers and retailers; 7% to households and wholesalers and institutions and wholesalers each. The institutional

customer groups were largely education institutions; specifically basic/primary schools and the Senior High Schools. The commercial dealers served as retailers who took the products from the manufacturers and sold them to various customers. The major finding under this objective is that the varied categories and number of customers that manufacturers sold their products to increased their sales and revenue. Lastly, approximately 76% of the manufacturers took into consideration the needs of their customers before developing the product. They were thus given specific descriptions on the kinds of products to be produced.

5.2.2 To assess how manufacturers of footwear are applying the marketing mix from product development to sales

The study revealed that the manufacturers produced a number of locally-made footwear products: shoes, slippers, and sneakers, among others. About 65% of manufacturers' products did not have brand names. This means that only 35% of them had brand names. Names given by those who had them were however noted to be brand names of foreign products. The study revealed that only 36% of the manufacturers packaged their products. Products that did not have brand names and packaging were indirectly not well marketed and promoted. Approximately 35% of the manufacturers indicated that the quality level of footwear was good, while 65% stated the quality of the products was very good. This was confirmed by 48% of the customers who were of the view that, the footwear were of good quality. Only 22% of them indicated that the products were of poor quality.

It was further revealed that all manufacturers (100%) knew about the price of the products of their competitors. Approximately 96% of the customers were of the view that the prices of the footwear products were lower, compared to other foreign brands. Though the prices of the products were revealed to be lower, about 52%, 42% and 6% of the customers revealed that foreign products were superior to the locally-made products because of their quality, packaging and materials used, respectively.

The dominant pricing strategy adopted by manufacturers was the customer value-based pricing. Manufacturers set the prices of their products based on preference of customers. It was revealed that 53% of the manufacturers experienced a boost in sales of their products during festivities and special occasions. Manufacturers on the average earned as high as GH¢2,050.65 every month compared to GH¢602 on non-festive periods. Findings of the study also revealed that only 31% of manufacturers undertook promotions to attract prospective customers to their products. Manufacturers who undertook promotion activities showed that, 9% and 22% of them did so quarterly and annually respectively. In the view of the manufacturers (41%), the use of local media was the most effective form of promoting footwear. Secondly, about 25% of them asserted that “word of mouth” was also an effective way of promoting their business.

5.2.3 To analyze the main marketing challenges manufacturers of footwear are facing

5.2.3.1 Manufacturers

The study revealed that, manufacturers’ major challenge had to do with the “lack of promotion of their products”. Manufacturers were unable to do this (promotion of products) much because of the associated cost. Secondly, “the quality of the products”

was another major challenge they encountered. Comparatively, customers preferred foreign footwear products to the locally-made ones due to quality issues. The presence of competitors was ranked the third challenge affecting the marketing of their products. Poor product awareness among consumers, inadequate capital and difficulty in sourcing raw materials were ranked 5th, 6th and 7th respectively as marketing challenges of made-in-Ghana footwear. The Kendal's coefficient of concordance (W) was employed to determine the degree of agreement of the challenges related to the marketing of footwear products. The coefficient of concordance of 0.812 with 6 degrees of freedom at 95% confidence level implies that there is 81.2% of agreement in the level of rankings by the respondents. This suggests a higher degree of agreement in the rankings.

5.3 Recommendations

To this end, a combination of awareness, government initiatives and private sector cooperation can bring about improvement in activities of the manufacturers of footwear products in the Kumasi Metropolis. In view of the conclusions, it is recommended among other things that:

5.3.1 Education, Exhibitions and Training Programmes for Manufacturers of footwear

In order to ensure the growth and sustainability of the footwear manufacturing industry in the Kumasi Metropolis, there is the need to undertake extensive education of actors in the industry. It was observed that none of manufacturers has registered their business and this is mostly due to ignorance of such provisions. It is therefore important that manufacturers in the Metropolis be educated on the need to register their businesses.

The Business Advisory Center of the National Board for Small Scale Industries and the Metropolitan Assembly should collaborate to organize training and education workshops for the manufacturers. Among the items on such training should be how to register businesses, importance of registering businesses, marketing of products and many other issues relevant to the small scale businesses of such nature. When this is done, manufacturers will be better informed on the available provisions for registration and even how to effectively sustain their businesses.

5.3.2 Simplifying and improving the administrative and regulatory framework for business so that footwear industries can flourish

An improvement in the levels of entrepreneurial activities requires that individuals make decisions: to either start enterprises along with all the decisions that this entails, or to consider ways to improve their enterprise. To make these decisions of the individual (entrepreneur) requires sound/enabling environment, where his investments would be fruitful. This therefore calls for the need to have implementable and sound policy framework in order to promote entrepreneurship and create employment through the footwear industry. The framework should define clearly the requirements of investors who would want to enter the industry. Furthermore, the enabling environment should take into focus the measures such as tax rebates/incentives and infrastructural development for manufacturers to expand their businesses and enjoy economies of scale. Also, the desires and interest of the manufacturers should also be well protected by the framework.

5.3.3 Improvement in IGF base by encouraging registry of enterprises and sound financial management practices

The District Assembly through the Business Advisory Center (BAC) should thus ensure that all the manufacturers are well informed and made to register so as to have a database of the businesses, create the avenue to effectively mobilize revenue to undertake its planned activities; specifically provide relevant infrastructural facilities for manufacturers; train them; help them in promoting and marketing their products.

Furthermore, there should also be conscious steps to sensitize manufacturers on efficiently managing their financial statuses (revenues and expenses). Manufacturers should be educated on how to practice sound savings so as to have ‘easy’ access to credit support from financial institutions to sustain their businesses, pay their taxes (as source of IGF) to the District Assembly for it (the District Assembly) to undertake its planned programmes and projects.

Also, the local media should also be motivated and sensitized to spearhead the regular promotion and marketing of footwear. This will improve the interest of customers in the products. There is also the need to promote entrepreneurship and create employment through support for research and development (R&D) of the footwear industry.

5.4 Conclusion

In Ghana, footwear plays an essential part of our culture. Almost all the tribes put on footwear as part of their traditional dressing. Individuals put on shoes, slippers, or heel to work, church, school and other important places. A very great opportunity seems to exist in the footwear industry. The little and inadequate information and understanding about the needs and wants of the customers have contributed to poor “image” of the kind

of footwear that the manufacturers produce to the market. There exist several marketing challenges that confront manufacturers of footwear. The study therefore sought to investigate into the marketing challenges affecting manufacturers of footwear in Kumasi Metropolis.

The study revealed that products of manufacturer are sold to various categories of customers. Furthermore, manufacturers employ different strategies to attract customers: selling at lower prices, giving brand names to products, designing products to meet needs of customers, among others. The study however revealed that the major marketing challenge confronting manufacturers of footwear is the lack of promotion of their products. Other challenges include the quality of the products, the presence of competitors, poor product awareness among consumers, inadequate capital and difficulty in sourcing raw materials. The study based on these recommends that the local media should also be motivated and sensitized to spearhead the regular promotion and marketing of footwear. Also, the Metropolitan Assembly should create the enabling environment to improve upon activities of the footwear industry by organizing training programmes, exhibitions and other relevant activities. These should be aimed at resolving marketing challenges confronting manufacturers of footwear and in the long run developing and sustaining the footwear industry.

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SECTION B: Finding out the customer groups footwear manufacturers are selling their products to

7. Which customer groups are you selling your products to (Please tick the one that suits you)?

Customer groups	Please tick here
Households	
Institutions (e.g.Schools)	
Wholesale	
Commercial	
Others	

If others, please specify.....

SECTION C: Assessing how manufacturers of footwear are applying the marketing mix from product development to sales

Product:

8. Do you take into consideration your customers' needs before developing the product?

Yes [] No []

9. Does your product have a brand name?

Yes [] No []

10. Do you package your products?

Yes [] No []

11. Do your products have a unique design or features your competitors own do not have?

Yes [] No []

12. Do you provide any after sale services to your customer?

Yes [] No []

13. Choose one of the areas below that makes you superior to your competitors.

Quality [] Service offered [] Materials used []

Others [] Please specify.....

14. On a scale of 1 to 5, what is the quality level of footwear?

Very poor [] Poor [] Medium [] Good [] Very good []

Pricing:

15. Do you know the price your competitors are selling their products?

Yes [] No []

16. What price do your competitors sell their products?

Higher price [] Same price [] Lower price []

17. Which of the following pricing strategies do you use?

Customer value-based pricing [] Cost-based pricing []

Competition-based pricing []

18. Do you list your prices on the products? Yes [] No []

19. Do you give discounts to your customers? Yes [] No []

20. Do you give any allowances to your sales personnel? Yes [] No []

21. Do you have any payment period terms for your customers? Yes [] No []

22. When do you usually experience a boost in sales of your products?

.....

Place:

23. Where do buyers look for your products?

.....

24. Do you deliver the products free of charge for your customers? Yes [] No []

25. Which areas have your products covered so far in Kumasi?

.....
.....

26. Do you sell directly to only household customers? Yes [] No []

27. If no, which other channels do you serve?

Wholesalers [] Retailers []

Promotion:

28. Do you undertake promotions to attract prospective customers to your products?

Yes [] No []

29. How frequent do you promote your product, please indicate by ticking the appropriate box?

Weekly [] Monthly [] Quarterly [] Annually []

30. What is the most effective form of promotion used by your business?

Word of mouth [] Use of local sales Force [] Posters []

Product demonstration [] Giving out free samples []

Use of Local media [] Attending Exhibitions or Trade Fairs []

Door to door Promotion [] Others

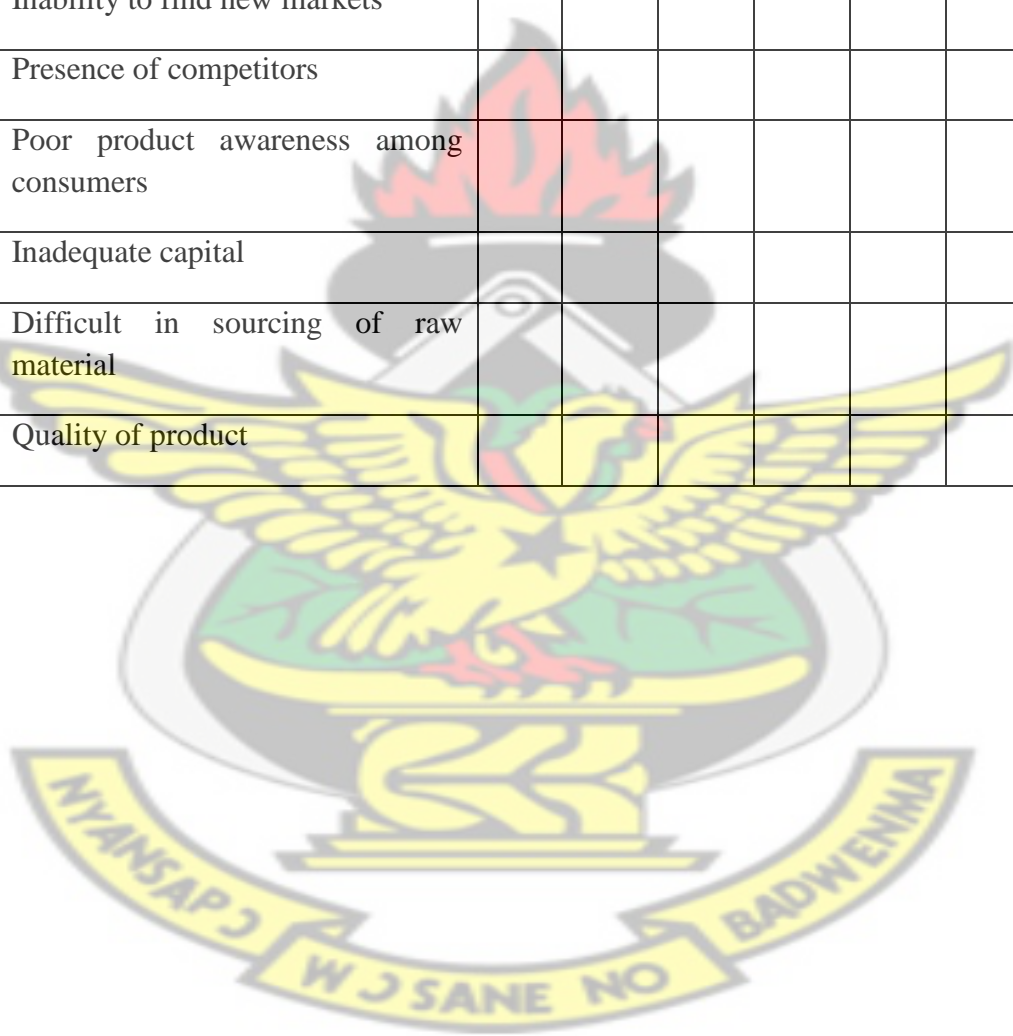
31. How do you go about promoting your products through the answers given in question 16 above?

.....
.....
.....
.....

SECTION D: Analyzing the main marketing challenges affecting manufacturers of made-in- Ghana footwear

Kindly rank, in your own opinion these marketing challenges affecting manufacturers of footwear products in order of decreasing severity

Marketing challenge	RANKS(Please tick)						
	1 st	2 nd	3 rd	4 th	5 th	6 th	7 th
Lack of promotion							
Inability to find new markets							
Presence of competitors							
Poor product awareness among consumers							
Inadequate capital							
Difficult in sourcing of raw material							
Quality of product							



APPENDIX III

INTERVIEW GUIDE TO THE BUSINESS ADVISORY COUNCIL (BAC)

AN INVESTIGATION INTO MARKETING CHALLENGES AFFECTING MANUFACTURERS OF FOOTWEAR IN THE KUMASI METROPOLIS

I am a Master of Business Administration (Marketing option) student of Kwame Nkrumah University of Science and Technology and carrying out a research dubbed “An Investigation into Marketing Challenges affecting Manufacturers of footwear in the Kumasi Metropolis”. Your responses will be treated confidentially and used for academic purpose only. Your participation in the study will be greatly appreciated. Thank you very much for your time and assistance.

Designation of Respondent

1. What are the core mandates of the BAC?
2. What types/forms of activities does the BAC oversee in the Kumasi Metropolis?
3. With regards to the footwear industry, how many footwear producers are in the Kumasi Metropolis?
4. How often does the BAC monitor the activities of footwear producers in the Metropolis?
5. What steps has the BAC been taken to promote the footwear industry (if any)?
6. What problems does the industry pose to the BAC in their quest to carry out their mandates?
7. What challenges confront the institution in promoting the industry in the Metropolis?
8. What recommendations or solutions do you suggest can help promote/improve the footwear industry?