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MARKETING KNOWHOW, BUSINESS INTERRUPTION AND PERFORMANCE OF SMES DURING COVID-19 PANDEMIC IN KAMPALA

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A DISSERTATION SUBMITTED TO THE FACULTY OF GRADUATE STUDIES AND RESEARCH IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF MAKERERE UNIVERSITY

PLAN A

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DECLARATION

I delcare that this study is original and has not been subimitted for any other degree award to any other university before.

Siganture ..... **Date**..27/November/2023

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APPROVAL

This dissertation has been submitted to the university with my approval as university supervisor.

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DEDICATION

This dissertation is dedicated to my parents, my wife, my children, my siblings and my colleagues for the over whelming support, comfort, guidance and encouragement given to me during the entire research program. May ALLAH bless you.

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LIST OF ABBREVIATIONS

GEM	-	Global Entrepreneurship Monitor
ILO	-	International Labour Organization
IMF	-	International Monetary Fund
IT	-	Information Technology
MEs-	-	Medium Enterprises
MSMEs	-	Micro, Small and Medium-Sized Enterprises
OECD	-	Organization for Economic, Corporation and Development,
RBV	-	Resource Based View
SCs	-	Supply Chains
SMEs	-	Small and Medium Enterprises
TEA	-	Total Entrepreneurial Activity
UK	-	United Kingdom
UN	-	United Nations

ABSTRACT

This study was aimed at examining the relationship between marketing knowhow, business interruption and performance of SMEs in Kampala during COVID-19 pandemic. This study was based on the objectives: to examine the relationship between marketing knowhow and performance of SMEs, to establish the relationship between business interruption and performance of SMEs and to examine the relationship between marketing knowhow, business interruption and performance of SMEs. The study adopted a cross-sectional research design along with a quantitative research approach. In this study, the researcher distributed 379 questionnaires of which only 287 questionnaires were returned representing a response rate of 75.7%. Quantitative data analysis was done using regression and correlation analyses. Study findings revealed a significant and positive relationship between marketing knowhow and performance of SMEs, a positive and insignificant relationship between business interruption and performance of SMEs; and a positive and a significant relationship between marketing knowhow, business interruption and performance of SMEs. Findings indicated that marketing knowhow is a stronger predictor of SMEs performance compared to business interruptions which implies that to attain desired SMEs performance, price, promotion, product, distribution and market information management practices should be considered. The study recommended that managers should actively engage in the formation of associations and strengthen their marketing knowhow in order to gain knowledge and get access to critical information in the industry and acquisition of key resources to competitive.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter consists of the background to the study, problem statement, and purpose of the study, study objectives, scope, significance of the study and conceptual framework.

1.1 Background to the Study

Performance is the lifeblood of organizations, since effective management and decisions making are based on it (Li et al., 2018; Katzenbach & Smith, 2015). Performance of small and medium enterprises (SMEs) is of primary importance for the economy and society in general (Ramirez & Lim, 2021). SMEs play essential roles in driving growth, creating jobs, and opening new markets for sustainable development through domestic trade liberalization (Puriwat & Tripopsakul, 2021). In Uganda, SMEs make up more than 80% of the private sector and employ more than 8.5 million people which accounts for approximately 70 - 90% non-farm employment (Businge, 2020; Nangoli et al., 2013), contribute over 70% to total gross domestic product and over 80% of manufactured goods output (Turyahikayo, 2015). SMEs are generally considered to be the mainstay of healthy economies and particularly the developing countries. SMEs comprise more than 40% of businesses globally and essentially serve as the main engine of job growth, often contributing 20-90% of employment (Kiraka et al., 2013). However, Covid-19 Pandemic devastating effect has affected the global economy greatly since the great depression and SMEs have not been spared given their fragile nature (Dahab et al. 2020; OECD, 2020; IMF, 2020).

Globally, the performance of SMEs has been devastating since the outbreak of Covid 19 which greatly affected several businesses due to the interruptions caused by total and partial lockdown (Nchanji et al., 2021; Sansa, 2020; Ruiz Estrada et al., 2020). The situation is even more acute in sub-Saharan Africa (SSA) because of the institutional and economic environments characterized by institutional voids and low levels of factors of production such as human, financial and physical resources, and organizational capabilities in which SMEs undertake their business activities (Acquaah, 2013; ILO, 2020; OECD, 2020).

In Uganda, the government has put in place several initiatives to facilitate SME performance and promote their expansion through its agencies in partnership with the Private Sector Foundation Uganda (Apolot, 2012; Osunsan et al., 2015*).* According to the global entrepreneurship monitor (GEM) reports, Uganda has the second- highest TEA (total entrepreneurial activity) index (31.6) among all the global entrepreneurship countries after Peru and the second-highest startups activity cited by (Abaho et al., 2017). However, the same report indicates that SMEs in Uganda registers the worst performance among the GEM countries. To be specific, Orobia et al. (2020) reveal that 30% of SMEs shut down before witnessing their third birthday. Relatedly, less than one-half of small start-ups exist for more than 5 years (OECD, 2019). Despite being the largest sector (80%) of the economy, due to its poor performance, the sector contributes only 20% to the national GDP (Turyahebwa et al., 2013) and only a fraction develops into the core group of high-performing firms (OECD, 2019). Currently the Covid-19 pandemic has greatly contributed to the poor performance of SMEs (Kansiime et al., 2021). The pandemic has affected SME business processes and practices, liquidity shortages (cash flows), supply chain disruptions, bankruptcies and debts (OECD, 2020). Approximately half of the businesses in the country have experienced decline in demand for their goods by more than 50%. Eight out of every ten businesses (83%) reported having

experienced decline in demand for its products, with 49.4% reporting severe (more than 50%) decline. In Kampala, 45% of businesses closed while the total loss was estimated to reach Ugx. 5.7 trillion due to Covid 19 (UN Capital Development Fund & partners, 2020).

Literature suggests marketing knowhow and business interruption as factors that influences performance of SMEs (Cvitanović, 2018; Haseeb et al., 2019; Khan & Khan, 2021; Wieczorek-Kosmala et al., 2021). Through establishing marketing knowhow, a greater return on investment can be achieved (Cvitanović, 2018). It is also believed that companies which own sophisticated technology are setting a new standard of doing business for the whole industry. Performing marketing activities through new technologies can be a strong competitive advantage for the company (Haseeb et al., 2019). Firms require vital business-related skills (e. g., marketing, financial management, and planning skills etc.) to improve their performance (Khan & Khan, 2021). Additionally, Juergensen et al. (2020) distinguished between the immediate effects of business interruptions like covid 19 lockdowns and the long-term implications for businesses, including SMEs and global value chains. Business interruptions like lockdown and supply disruptions, influence demand and consequently revenues and impose higher costs on all businesses (Wieczorek-Kosmala et al., 2021; Udofia et al., 2021).

Dynamic capabilities theory by Teece (2014) was used to explain the performance of SMEs. The theory postulates that SMEs capabilities like marketing knowhow and ability to manage business interruptions gives the firm leverage to utilize resources efficiently and perform tasks or activities that generate a competitive advantage for the firm (Teece, 2014). There is little scholarly research that establishes Marketing knowhow, business interruption and performance of SMEs during the

COVID 19 pandemic in the Ugandan context. Therefore, this study sought to close that knowledge gap.

1.2 Statement of the problem

Performance of Small and Medium Enterprises is of primary importance for the economy and society in general (Ramirez & Lim, 2021). In Uganda SMEs are regarded as key contributors to economic growth and transformation and create employment for Ugandans (Orobia et al., 2020). Though their contribution to the Ugandan economy is significant, SMEs have faced a persistent challenge of poor performance (Turyahebwa, 2013), which has affected their survival (GEM Report, 2015; UIA, 2016). In 2017 SMEs annual business failure rate stood between 30- 50% (Kiyingi, 2017). Orobia et al. (2020) added that 30% of SMEs shut down before witnessing their third birthday. Additionally, the outbreak of covid-19 contributed to the poor performance of SMEs which has been prevailing in Uganda since 2020. (Bassi et al., 2021). During covid-19 the government of Uganda imposed strict lockdown measures which affected SME performance significantly, leading the firms to cut back on salaries and lay off workers. Specifically, profits went down by over 50% between January 2020 and August 2020, and over 20% of the firms laid off workers (Younger et al., 2020). In Kampala, 45% of businesses closed while the total loss was estimated to reach Ugx. 5.7 trillion due to Covid 19 (UN Capital Development Fund & partners, 2020). The underperformance of SMEs in Uganda particularly Kampala could be attributed to lack of marketing knowhow and business interruption risks especially during the new normal of the COVID 19 pandemic. Therefore, this study sought to examine the relationship between marketing knowhow, business interruption and performance of SMEs in Kampala during the COVID 19 pandemic.

1.3 Purpose of the study.

To examine the relationship between marketing knowhow, business interruption and performance of SMEs in Kampala during COVID-19 pandemic.

1.4 Objectives of the study

i. To examine the relationship between marketing knowhow and performance of SMEs in Kampala
ii. To establish the relationship between business interruption and performance of SMEs in Kampala
iii. To examine the relationship between Marketing knowhow, business interruption and performance of SMEs in Kampala

1.5 Research questions.

i. What is the relationship between business interruption and performance of SMEs in Kampala?
ii. What is the relationship between marketing knowhow and performance of SMEs in Kampala?
iii. What is the relationship between Marketing knowhow, business interruption and performance of SMEs in Kampala?

1.6 Scope of the study

1.6.1 Content scope

The study focused on the relationship between marketing knowhow, business interruption and performance of SMEs. Marketing knowhow and business interruption was the independent variable performance of SMEs was the dependent variable.

1.6.2 Geographical Scope

The study was carried out within Small and Medium-Sized Enterprises (SMEs) within Kampala. Kampala was chosen because it has high SMEs in Uganda and most of them had performance challenges during the covid -19 period (SMEs Register, 2021).

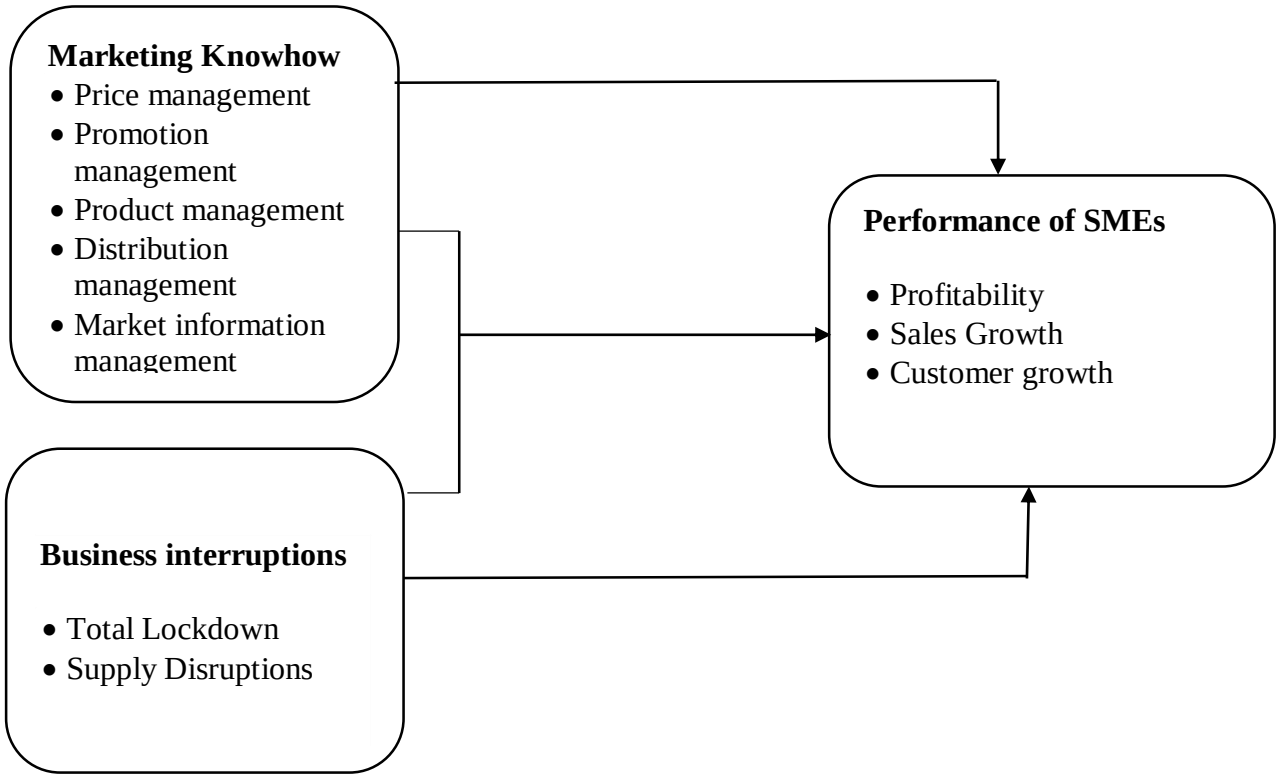
1.7 Significance of the study

i. The study may be helpful to people who are interested in starting businesses by making them aware of the importance of marketing knowhow and business interruption on SMEs performance.

ii. The study may help the SME owners and managers to lobby for policies that make their businesses to thrive during interruption in developing countries like Uganda.

iii. Finally, this research report may be of interest to policy makers, scholars and researchers who may require developing and advancing their knowledge in this area of study.

1.8 Conceptual framework



Source: *Adopted from the studies of (Khan & Khan, 2021; Haseeb et al., 2019; Wieczorek-Kosmala et al., 2021; Udofia et al., 2021; Givoly et al., 2017; Nkundabanyanga, 2016; Al-Matari et al., 2014; Azubuike, 2013; Clarke et al., 2011).*

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers the literature review on the theoretical framework, the SME performance, Marketing knowhow and firm performance, Business interruptions and firm performance, Marketing knowhow, business interruption and firm performance and conclusion and knowledge gap.

2.1 Theoretical Framework

Dynamic capabilities theory**;** Teece's dynamic capability theory explains how firms adapt to environmental dynamism by modifying their underlying resources and capabilities. The dynamic capabilities theory builds on the RBV which asserts that resources and capabilities are the geneses of competitive advantage (Barney, 2001). Further, RBV posits that resources are heterogeneously distributed across competing firms and are imperfectly mobile which, in turn, makes this heterogeneity persist over time (Barney, 1991; Barney et al., 2011). On the contrary, the theory of dynamic capabilities exhibits commonalities in resources across firms (Teece, 2014a). However, such commonalities have not been systematically identified. Eisenhardt and Martin (2000) define capabilities as the firm's processes that use resources to integrate, reconfigure, gain and release resources to match or create market changes. Such capabilities can originate from entrepreneurial skills at the individual level (Hwang et al., 2020) that are key in mobilizing more resources both within and outside the firm (creating firm capability) at the firm level (Teece, 2014b). Firm Capability gives the firm leverage to utilize resources efficiently and perform tasks or activities that generate a competitive advantage for the firm (Teece, 2014b).

From a strategic point of view, SMEs marketing know-how in terms of actions, processes, systems, and relationships define the firm's performance position and competitive edge in the market (Barney et al., 2011). As entrepreneurial skills play a critical role in spotting the firm's strategic opportunities and/or threats from the broad environment, the ability to implement such opportunities and manage business interruptions in the environment lies in the firm's capability (Barney & Arikan, 2001). As such, a SME's capability focuses on strategy perception and implementation that generate better SME performance as a conduit for achieving competitive advantage (Wang et al., 2009). Thus, dynamic capabilities enhance the SME's ability to build, integrate and reconfigure its internal and external resources to adapt to the volatile environment (Khalil & Belitski, 2020). In addition, SMEs are able to adopt to technologies and cultivate change in their operations from which they derive better performance. To this end, it can be postulated that the performance SMEs in Kampala lies in the owner's/manager's marketing knowhow and the firm's ability to support the implementation of any interventions amidst business disruptions (Weinstein et al., 1999).

2.2 SME Performance

Firm performance is probably the most complex phenomenon and extensively studies as dependent variable in the literature of business management (Ahmed & Othman, 2017) because of its excellent contribution to the economy of the countries. There is a significant effect of medium enterprises (MEs) on economic growth of the developing and developed countries (Abosede, Obasan, & Alese, 2016). Medium enterprises (MEs) help to sustain the economy by innovating the productivity to both public and private sectors. Ahmad and Ahmad (2018) highlighted that MEs also generate opportunities for business and investment. Sandberg, Vinberg and Pan (2016) in their study noted that performance of SMEs is determined by their capability to create

employment and wealth through business start-up, survival and their sustainability. SMEs performance is also defined in terms of how the firm's objectives are achieved (Jarvis et al., 2014; Wood, 2015). Chittithaworn (2011) describe business performance as the firm's ability to create acceptable outcomes and actions. According to Daouia, Simar and Wilson (2017) Organizational performance is defined as indicators of financial and non-financial, which offer information on the degree of achievement of objectives and results. Similarly, Keh, Nguyen, And Ng (2007) differentiate both indicators of financial and non-financial performance through below balanced scorecard.

Recent scholars have suggested the use of both non-financial and financial metrics to measure firm performance (Berrone, et al. 2016; Sen & Sinha, 2016; Baard & Watts, 2015). Financial measures include; total sales, liquidity and profitability (Adriaan Boermans & Willebrands, 2012), while non-financial measures include, customer service, marketing effectiveness, human capital, innovation, customer loyalty, assets and corporate culture (Dele, 2012). Non-financial measures are used to supplement the financial measures by providing data on customer requirements or competitors aimed at achieving profitability (Sinha & Sen, 2014). Performance of SMEs can be viewed and measured using financial and non-financial measures, however, the financial measures are the most frequently used in practice and theory (Boohene, Gyimah & Osei, 2019). With the context of SMEs, it is highly necessary to use a combination of financial and non-financial measures in assessing the performance of firms.

There is no standard performance measure with the SMEs domain. Many studies suggest that it would be better to use both financial and non-financial measures (Maduekwe & Kamala, 2016; Matsoso, Benedict, 2014; Gallani, Kajiwara & Krishnan, 2015; Aggarwal, Evans & Nanda, 2012).

While financial indicators such as sales and profit growth capture short-term changes calculated annually, non-financial performance such as knowledge acquisition and new products or services developments highlight long-term improvements (Taticchi, Cagnazzo & Botarelli, 2008). However, it is argued that non-financial performance measures provide a clearer overall view of performance needed by decision-makers. The criteria to measure the performance of SMEs might vary from industry to industry and from one country to another due to complex variations in marketplaces, legal systems and impact of different crises (Van Gijsel, 2021). Eventually, and for this study, three categories of measures will be considered: financial, non-financial (with some dimensions), and external (with some dimensions). The three dimensions of market share, sales growth and customer growth will be used to measure performance of SMEs.

2.3 Marketing knowhow and firm performance

Marketing knowhow refers to the knowledge-based capital composed of a set of intangible resources mainly related to the employee know-how and skills, competencies, information systems, databases, patents, brands and customer relationships, emerged (William, Gaetano, & Giuseppe, 2019). Ahmad and Ahmad (2018) defined the business skills that the ability to acquire the conventional management area through the efforts and adaptively carryout complex activities in the organization. Business skills include being able to formulate the business plan, operations, ability to set the goals, planning time and resources, ability to develop the plan for utilization of resources, make relation worth internal and external resources, HR management, business and system and performance, and ability to utilize the technology (Kunene, 2009). Marketing knowhow is considered as fundamental drivers for firms' value creation process and key determinant of corporate sustainable competitive advantage, growth opportunities and market value (Sardo & Serrasqueiro, 2018).

Shin and Aiken (2015) define marketing knowhow as the repeatable patterns of applying resources to market related needs of the business that become embedded as routines over time. Vorhies and Morgan (2015), add in the aspect of a combination of processes that are directed towards engaging collective knowledge, skills, and resources of the firm to achieve the market needs. Day (2014) explains that possession of marketing knowhow enables enterprises to understand changes taking place in the markets in order for them to operate more effectively. In agreement with the previous scholars, Genc (2016) noted that marketing knowhow include; price managements, product management, promotion management, distribution management 1and market information management

Market capabilities are embedded in organizational routines and serve as a source of competitive advantage (Burgess & Steenkamp, 2015). Morgan, Vorhies, and Mason, (2016) added that firms that possess market capabilities over other enterprises, effectively implement strategic orientations fundamental in directing the business towards specific performance objectives. Narasimhan, Rajiv and Dutta, (2014) assert that marketing capabilities such as research and development have a stronger impact on firm's performance through increasing its ability to innovate. Qureishi and Mian (2014) conquer that market capabilities like marketing research, pricing, product management, channels, promotion and marketing management enable MSEs to identify customer demands, and gear their synergies to meet them hence boosting their leadership in the market. Consequently, such companies register improved market share which improves sales growth and profitability.

Marketing knowhow enable SMEs to match products to the needs of niche, find appropriate distribution options, and price appropriately for the value of the product in its market hence improving performance through sales growth and profitability (Ramaswami et al., 2014). SMEs

with marketing knowhow are more likely to become immune to competitive imitation and acquisition because their underlying knowledge of the market (Krasnikov & Jayachandran, 2016). Indeed, marketing knowhow support the SMEs processes like market sensing and customer linkages which lead to increased market share. Vorhies, Morgan, and Autry (2014) emphasized that SMEs with marketing knowhow proactively determine market needs, enhance communication and coordinate the required resources to meet customer needs hence increasing market dominance which boosts profitability. Marketing knowhow nurture entrepreneurial interests that satisfy the performance of MSMEs through effective customer targets, market positioning, and product distribution in the marketplace (Morgan, 2012). However, there is increasing debate among scholars whether marketing capabilities alone contribute to the growth of customer numbers, increase sales and profitability to boost the performance of SMEs (Zhou, Yim & Tse, (2015).

Marketing know-how are instrumental in commercializing ideas and inventions and in running successful business (Tran & Vo, 2020; Jaakkola et al., 2010). Marketing Managers need to know how to use the huge potential of big data and information technologies in order to collect data which is important for the company including data on consumers' attitudes and perceptions of the brand, perceived quality of service, appropriateness of prices, distribution channels, brand position compared to competition, brand awareness, etc. (Da Gama, 2012). In their study Haynes and Hillman (2010) stated that taking advantage of mutually exclusive and comprehensive knowledge and know-how offered by diverse members in a board, the board may be able to more effectively monitor top executives' management in multipoint international markets, which results in a reduction in agency costs and better market evaluation (Song, Yoon, & Kang, 2020).

Information Technology is one factor that is recognized as more important in decision-making and organizations' activities: how it can be possible to conceptualize and benchmark work (Ahmad &

Ahmad, 2019). It helps empower women entrepreneurship's good behavior in a particular culture and society (Vossenberg, 2013). Information technologies have long been present in many aspects of human life and hugely affect business dealings. Mobile phones, computers, and the Internet are essential for company growth and market competitiveness. IT has several uses in enterprises, from facilitating communication between parties to online sales. IT systems impact the firm's goods, markets, costs, and product differentiation. Thus, the creative use of IT is essential to the success of innovative companies.

In their study Kimuli, Sendawula & Nagujja (2021) found out that a total of four major themes emerged from the data analysis process and these are the impact of coronavirus disease 2019 (COVID-19) on business operations, awareness of digital technologies, usage of digital technologies and intention to use more digital technologies. The findings indicated that for policymakers, digital service providers and business owners to improve performance and sustain MSEs need to uptake digital technologies. Additionally, in their study Byukusenge, Munene & Orobia (2021) revealed that innovation is a significant mediator in the association between managerial competencies and business performance. This study, therefore, adds new knowledge by stating that innovation toward business performance is a partial mediator in the relationship between managerial competencies and business performance of SMEs in Rwanda. Also, in their study Byukusenge, Munene & Orobia (2016) found out that innovation had a positive effect on business performance.

Prlji´c et al. (2015) performed an investigation to explore the role of technological skills on women's entrepreneurial success and performance. The study revealed that technological knowhow produces an edge for women entrepreneurs by acquiring advanced knowledge and ensuring operational efficiency. According to DMA research (Digital Marketing Institute, 2016),

an average consumer uses five different technological devices each day, including: smartphone, desktop computer or laptop at work, personal laptop, tablet and Smart TV. Companies need to understand the significant role which technology plays in lives of today's consumers, and try to design user experience and relevant personalized content which will attract target consumers.

Similarly, according to the Afolabi and Macheke (2012), business skills are an important component to sustain and role the day-to-day operation of the organization. Moreover, empirical studies have acknowledged the importance of business skills to acquire success and growth in the MEs sector for example Ahmad and Ahmad (2019) provides empirical, theoretical, and practical support to the mediation effect of strategic planning between the relationship of business skills and MEs performance. Kunene (2009) documented the theory of human capital and argued that both skills and knowledge come from the human capital and human capital as organizational resources facilitate the organization to formulate the firm operations. Similarly, Nakhata (2018) considered human capital as physical means of machines and factories. Ahmad and Ahmad (2018) argued that through the general application of human capital is organizational resources and organizations must know how to utilize their resources to sustain and grow. Additionally, Kunene (2009) documented that organizations can perform at higher level if they know how they utilized organizational resources. Organizational resources and human capital terms were used to explain the importance of organizational recourse, such as business skills (Donnon, Al Ansari, Al Alawi, & Violato, 2014).

Literature has argued that the firms engaging in sustainable practices develop set of unique intangible resources such as know-how. These intangible resources surmount the short-term costs associated with the activities of environmental and social responsibility or the disclosures and lead

to long-term economic advantage or value to the shareholders (Sharma, Bhattacharya & Thukral, 2019).

2.4 Business interruptions and firm performance

The business environment is facing high levels of interruptions that make organizations vulnerable to supply chain disruptions (Ambulkar et al., 2022, 2015; Fan et al., 2017). High-profile interruptions such as natural disasters, political turmoil, diseases, and terrorism have severely disrupted the normal daily operations of firms (Manhart et al., 2020: Tukamuhabwa et al., 2015; Sawik; 2018). Recently, the outbreak of COVID-19 showed that events with unprecedented uncertainty had impacted normal supply and demand patterns, leading to large losses in sales and disruptions in logistics and supply chain systems (Parast & Subramanian, 2021). Globally supply chains have often been disrupted internally and externally due to unpredictable events (Abeysekara, Wang & Kuruppuarachchi, 2019).

A supply chain disruption is defined as an event that disrupts the flow of goods or services in a supply chain system (Revilla & Saenz, 2017; Truong & Hara, 2018). Supply disruption can also occur as a result of operational inefficiency in the supplier, deviations in product quality and quantity, logistics and transportation delays, or poor coordination between a supplier and the firm (Sarker et al., 2016). Moreover, SCs are highly vulnerable to internal disruptions such as economic recessions, difficulties due to the loss of major buyers, new technology, and quality of the infrastructure also have had adverse effects on the present market, and such occurrences can also affect the future growth of the industries (Abeysekara, Wang & Kuruppuarachchi, 2019). Additionally, they especially need to tackle operational challenges such as rapidly changing orders

and short product life-cycles in the manufacturing sector. Moreover, issues regarding economic crisis and changes in policies have been faced.

The success of the SC depends on the firms' resilience and ability to meet the challenges of the internal and external environment (Abeysekara et al., 2019). The ability of a firm to bounce back from disruptive situations is called Supply Chain resilience (SCRes). More specifically, SCRes characterizes the systems' adaptive capability to tolerate temporary disruptive events (Soni et al., 2014). A number of studies have shown that SC collaboration increases firm performance (Wieland & Wallenburg, 2013; Scholten & Schilder, 2015). Wieland and Wallenburg (2013) stated that information sharing between suppliers and customers helps to improve their relationship, among other things. Hence, the firm's business performance and the market value of the corresponding SC tend to increase. Organization's supply chain must also be developed for dynamic capabilities to mitigate its vulnerabilities in an uncertain environment and avoid Business interruptions (Abeysekara, Wang & Kuruppuarachchi, 2019). In their study Liu et al. (2018) hypothesized that SC re-engineering would improve the performance of a firm in the Taiwan shipping industry. Re-engineering leads to creating flexibility and redundancy; also, flexibility is superior to redundancy, as it helps firms not only to bounce back from disruptions but also to build competitiveness through day-to-day productive operations (Sheffi, 2005).

In their study Baghersad and Zobel (2021) found out that supply chain disruptions are associated with a significant decrease in operating income, return on sales, return on assets, sales, and a negative performance in total assets. This is in support of Ding et al. (2018) who stated that it is important to recognize that supply chain disruptions may affect firms' performance both in the short-run and in the long-run. The short-run negative effects of supply chain disruptions on firms,

in particular, are well documented in the literature. For example, based on a large sample of supply chain disruptions announced during 1989 to 2000, Hendricks and Singhal (2003) found that supply chain disruptions are associated with an abnormal decrease in shareholder value (measured by abnormal stock returns) during a two-day trading time period, from one day before to the day of an announcement. Schmidt and Raman (2012) also reported that when supply chain disruptions are attributed to factors within the authority of the focal firm, the short-run stock market reaction is more negative.

Additionally, Juergensen et al. (2020) distinguished between the immediate effects of lockdowns and the long-term implications for businesses, including SMEs and global value chains. Currently, businesses suffer the consequences from the lockdown and stay-at-home policies, which influence demand and consequently revenues (for the majority of companies a downward trend is observed) and impose higher costs on all businesses (due to the absence of workers, a necessity to implement safety measures, disruptions in the supply chain, or urgent need of the digitization of processes, etc.). COVID-19 showed that customers who engage in panic buying and social distancing cause volatility in demand with a ripple effect in supply chains (Gunessee & Subramanian, 2020). Because of the COVID-19 lockdown business and economic activities have been affected and have weakened the available human and economic resources such as workmen, materials, transport, etc (Craven, Liu, Mysore, & Wilson, 2020). This has caused the closure of many businesses and equally affected their performance. The lockdown as announced by the governments has also truncated the movement of goods and services which stand as the backbone and which the SMEs depend on for their smooth routine activities (Dyduch, Chudziński, Cyfert, & Zastempowski, 2021). In their study Enesi, O. E., & Ibrahim, U. A. (2021) found out that that the COVID-19 lockdown led to loss of competent staff resulting from reduction in staff salary, low revenue or

income generation, lack of patronage, and lack of sincerity on the part of government to reduce the prevalence of the pandemic. The SMEs are often faced with problems such as: inability to pay salaries, repay loans and rent which reduced their performance.

In another study by Hamiza (2020) who conducted on the impact of Coronavirus Lockdown on Small and Medium Scale Businesses in Arua Municipality, Uganda, findings of the study revealed that lockdown has a significant positive effect on SMEs performance in Arua Municipal of Uganda. In their contribution, Ozili and Arun (2020) revealed that the increasing number of lockdown days, monetary policy decisions, and international travel restrictions have a significant positive effect on SME's performance. Furthermore, the findings indicate that restriction on internal movement and higher fiscal policy spending did not have a positive effect on SME's performance. In their study Arthur et al. (2021) revealed that COVID19 pandemic accounted for a significant variance in the operations and sustainability of SMEs in the selected boarder districts in Uganda. SMEs in Uganda are highly been affected by COVID-19 and associated business restrictions. Also, Abideen (2020) in his study found out that the COVID-19 sub-variables such as lockdown, movement restriction, and international travel restriction all have a significant negative relationship with the SMEs performance in Abeokuta, Ogun State Nigeria.

In their study Mwesigye, Odokonyero, Barungi and Sunday (2021) revealed that the lockdown led to a significant reduction in sales and profitability by more than 60%. At the same time, business costs increased by more than 40%, and that female owned businesses were relatively more affected compared to those owned by males. The study also found that the lockdown affected employment as many lost their jobs due to movement restrictions, and employee lay-offs by businesses.

2.5 Marketing knowhow, business interruption and firm performance

The impact of business interruptions like supply chain interruptions on firm performance can be attributed to increased complexity of the supply chain and instability in global supply chains (Parast, & Shekarian, 2019). Some severe negative economic consequences of supply chain disruptions on firm's performance have been extensively documented in both academic and practitioner literature (Nyamah et al. 2017). Therefore, the skills and abilities of workers in an organization to respond to external threats and to mitigate disruption across the supply chain is directly related to the firm's short-term and long-term performance (Nyamah et al. 2017; Kilubi 2016).

The performance of supply chain needs to be assessed across the organizations in order to ensure global optimization along the supply chain channels (Sundram et al. 2016). Currently, most companies realize that in order to create an efficient supply chain, supply chain management needs to be assessed for its performance (Thun & Hoenig 2011). According to an empirical study by Johnson and Templar (2011) in the manufacturing firms in the UK, improved supply chain performance leads to improved firm performance. Revilla and Saenz (2017) suggested that best-performance firms should pursue the adoption of an integral staff skills and abilities that goes beyond operational processes and spans the firm's relationships with buyers and suppliers. In the study Parast and Shekarian (2019) stated that to cope with supply chain disruptions, firms need to invest in staff skills. In that regard, improving supply chain flexibility is critical to achieve a higher level of organizational resilience, which enhances a firm's response to process disruptions.

A firm's resilience to perform amidst disruptions like supply chain disruptions and Covid-19 lockdown is regarded as an important organizational capability that enables the firm to mitigate

the effects of disruption and to remain competitive (Fiksel 2015). This requires organizations to develop capabilities and identify the best practices to become more responsive to supply chain disruptions (Jüttner & Maklan 2011) and to become more competitive (Blackhurst et al. 2011). One of the capabilities contributing to a firm's resilience and performance is innovations/technologies (Kamalahmadi & Parast 2016). Reinmoeller and Van Baardwijk (2005) found that among the resilient enterprises they studied, the focus on innovation increased by 235% over 20 years. Golgeci and Ponomarov (2013) stated that resilience is a vital dimension of a firm's continuity, and innovativeness is one of the key enablers of resilience. In their study Akgün an Keskin (2014) found out that there is a significant association between resilience-capacity variables and a firm's product innovativeness, where product innovativeness mediates the relationship between a firm's resilience and its performance.

New technologies to act against a risky situation like COVID-19 pandemic and supply chain disruptions comes under entrepreneurs' critical role in society (Griffith, 2020; Liñán & Jaén, 2020). Entrepreneurs faced negative impact on their businesses due to COVID-19 lockdowns and movement control orders (Ionescu-Somers & Tarnawa, 2020). The lockdowns severely affected the economic capacities and affordability of people which has further expanded the economic disparities in the society (Perveen et al., 2021).

Shafi et al. (2020) conducted a descriptive study to unearth the effects of Covid-19 induced lock down on the small and medium enterprises in Pakistan. Their work indicated that an overwhelming majority of the entrepreneurs were not prepared for such situation as lock down was announced abruptly. Neither, they had any plan to cope with such situation. The study further uncovered those entrepreneurs were facing financial constraints due to decline in sales and profits. They were facing

disruptions in supply chains and decrease in demands along with high transportation cost. Business enterprises adopt various strategies for their entrepreneurial growth and development. For example, Shafi (2020) conducted a quantitative study to unfold the effects of cooperation on handicraft microfirms. The study concluded that cooperation with suppliers, customers and competitors mediated by innovative capability leads to sustainable development of business firms

In their study Parast, Sabahi and Kamalahmadi (2019) stated that organizations would be able to improve their resilience to supply chain disruptions through emphasizing their innovation capabilities. Kamalahmadi and Parast (2016) identified firm technology as an organizational capability that improves a firm's resilience to business interruptions. Although technology has been viewed as a key component of a firm's long-term survival, the role of innovation in improving a firm's resilience has been overlooked (Kamalahmadi and Parast 2016). Golgeci and Ponomarov (2013) studied the relationship between firm innovativeness, Innovation magnitude, disruption severity, and supply chain resilience. Through administering a survey to senior-level managers of supply chains or operations in the US and European manufacturing companies, they found that both firm innovativeness and innovation magnitude positively affect supply chain resilience. Moreover, they found a positive relationship between innovation magnitude and disruption severity. Finally, Akgün and Keskin (2014) studied how organizational capacity and a firm's product innovativeness and performance are related to each other. Using a survey method, they studied 112 firms and found that there is a strong relationship between a firm's resilience capacity and its product innovativeness capability. They also showed that product innovativeness mediates the relationship between a firm's resilience and its performance.

2.6 Conclusion and Knowledge Gap

While nurturing SMEs there is need to consider the role of marketing knowhow and business interruptions and how they affect their performance. SMEs are characterized with limited financial resources and outdated technology, it is important to pay more attention to marketing know-how as an alternative resource, which would boost their performance. SMEs marketing know-how in terms of actions, processes, systems, and relationships define the firm's performance position and competitive edge in the market (Barney et al., 2011). As marketing knowhow play a critical role in spotting the firm's strategic opportunities and/or threats from the broad environment, the ability to implement such opportunities and manage business interruptions in the environment lies in the firm's capability (Barney & Arikan, 2001). Marketing know-hows nurture SMEs interests that satisfy the performance of SMEs through effective customer targets, market positioning, and product distribution in the marketplace (Morgan 2012).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Chapter three is on research methodology and covers the research design, population of the study, sampling size and procedure, data sources, data collection instruments, measurement of variables, reliability and validity, factor analysis, data processing and analysis and ethical considerations.

3.1 Research Design

The study followed a cross sectional survey design because it analyzes data collected from a population, or a representative subset, at a specific point in time (Mukyala et al., 2017). Quantitative approach was used to investigate marketing knowhow, business interruption and performance of SMEs in Uganda during COVID-19 pandemic. Correlation design was adopted to explain the relationships between the variables of the study and a regression design was adopted to determine the extent to which the independent variables explain the dependent variable (O'Connon, 2011).

3.2 Population of the Study

The population for this study comprised of 30,000 SMEs of registered businesses in Kampala Central Business District under Kampala Capital City Traders Association by December 2017 (UIA Annual Report, 2021). The study concentrated on SMEs in Kampala given that a big percentage of these SMEs in Uganda is located in Kampala - Uganda.

3.3 Sampling Size and Procedure

From a population of 30,000, a sample of 379 SMEs was generated using Krejcie and Morgan table (1970). Stratified sampling was used to group different SMEs into strata comprising sectors

from which simple random sampling method was used to select the SMEs. Purposive sampling technique was used to select the respondents who were either the business owners or managers since they possess the required information. Simple random sampling technique was used because it gives equal chance to each respondent in the sampling frame to be chosen.

Distribution of SMEs studied

Sector	Total Population and Sample	Manufacturing	Trade	Finance	Service
Population	30,000	15,000	15,000	15,000	15,000
Sample	379	94	95	95	95

3.3.1 Unit of Analysis and Inquiry

This study's unit of analysis was SMEs in Kampala and unit of inquiry was directors/owner or managers of the enterprise.

3.4 Data sources

The study was based on two data collection sources namely; primary and secondary data sources. Primary data was collected by the researcher using a questionnaire with close ended questions designed on a 5-point Likert scale. Secondary data was also being used in this study and was obtained from recent reports published on marketing knowhow, business interruption and performance of SMEs in Kampala during COVID-19 pandemic

3.5 Data collection instruments

Data was collected from the respondents using a self-administered questionnaire. This instrument used only close ended questions since the study is purely quantitative. Questionnaire was the main research instrument because it is more appropriate for collecting data for a social survey research

(Kaplan, 1995) and because of the need to generate reliable data from many respondents who need to be covered in a short period of time (Mwesigwa, 2019).

3.6 Measurement of variables

The independent variables were marketing knowhow and business interruption while the dependent variable was performance of SMEs. Marketing knowhow was measured in terms of was measured in terms of price management, promotions management, product management and distribution management (Li et al, 2013; Ge et al, 2009; Genc et al, 2013). Business interruption was measured in in terms of supply disruptions and Covid lockdown basing on the tools developed by (Hamiza, 2020; Nyile et al., 2022; Zainal et al., 2022; Enesi & Ibrahim, 2021). Performance of SMEs was measured using both financial and non-financial measures in terms of profitability, market growth and customer growth basing on the tools developed by (Byukusenge et al., 2016; Givoly et al., 2017; Nkundabanyanga, 2016; Al-Matari et al., 2014; Azubuike, 2013; Clarke et al., 2011). These measures were adopted from the literature. The above measures were adopted for this study with modifications to suit the Ugandan environment. The measures were operationalized using a questionnaire designed on a 5-point Likert scale.

3.7 Reliability and validity

3.7.1 Reliability analysis

Reliability refers to the consistency of the results of a study that would be identical if conducted by different individuals or repeated over time (Pilnick & Swift, 2010). In general, reliability deals with the consistency, dependability, and replicability of the findings obtained from a study (Yu, Jannasch-Pennell, & DiGangi, 2011). The Cronbach Alpha coefficient was used to test for the reliability of the questionnaire. If the cronbach's coefficient is above 0.70, according to Nunnally

(1978), the instrument is reliable. The Cronbach Alpha coefficients for the study variables were 0.874, 0.831 and 0.967 for marketing knowhow, business interruption and performance of SMEs respectively. According to Nunnually (1978) and De Vellis (2003), a cut-off alpha coefficient point of 0.70 is sufficient enough to prove that the item scales are consistent and dependable, it was also enough to conclude that the instrument was reliable. Cronbach α coefficients were computed using SPSS as shown Table 3.1.

Table 3.1: Reliability Statistics

Global variable	Cronbach's Alpha	No. of Items
Marketing knowhow	.874	19
Business interruptions	.831	19
performance of SMEs	.967	29

Source: Primary data

3.7.2 Validity

The Content Validity Index was used to examine relevance and clarity of the questions. The research instrument was given to five knowledgeable persons that is to say, two academicians, two banking officials and any other knowledgeable person. Content Validity Index was thus computed. To establish validity, the designed instrument was availed to the supervisors for review and they gave an approval for administration in a pilot survey in Kampala. The questionnaire was given to two experts to evaluate the relevance of each item in the instrument to the objectives and rate each item on the scale of 1 to 5 where 1 represented strongly disagree, 2 for disagree, 3 for not sure, 4 for agree and 5 for strongly agree. Further, the content validity index was computed and the overall content validity index was above 0.7 which is acceptable. The results are presented in Table 3.2. After data collection, convergent validity was tested through factor analysis.

Table 3.2: Content Validity Index

Global variable	Content Validity Index	Number of items
Marketing knowhow	0.76	19
Business interruptions	0.79	19
performance of SMEs	0.91	29
Overall CVI	**0.82**	

Source: primary data

Table 3.3: Rotated Component Matrix for Marketing knowhow

Items Loaded	Price management	Promotion management	Product management	Distribution management	Market information mgt
We are able to offer competitive prices	0.694				
We can stick to our price list and minimizing discounts	0.575				
We are able to get knowledge of the places where the customers buy and when		0.673			
We are able identify when and where our customers are most ready to buy our products and services.		0.59			
We are able to position our business in a place convenient to customers		0.567			
We are able to get information about the marketing channels that work best with our products customers		0.540			
We are able to locate our target buyers/customers.		0.537			
We have the ability to differentiate our product/service			0.792		
We are able to find out that customers are unhappy with the quality of our services/products, and take corrective action immediately.			0.695		
We have the ability to position the product/ services in the market place			0.600		
The product features are able to meet the customer needs			0.588		
We keep to our delivery time				.729	
We are able to review our distribution strategies with the relevant contacts				.541	
We have enough resources for transportation				0.526	
We are able to share proprietary information with our partners					0.821
We are able to get information about issues that affect our business					.788
We are able to share business knowledge of core business process with others					.786
We are aware of what people think about the different aspects of our/my product (name, packaging, features, advertising, pricing)					.733

We are aware of the image the people have of our brand vs our/my competitors					.622
Eigen values	6.160	1.836	1.677	1.330	1.306
Percentage of variance	32.422	9.665	8.824	7.001	6.872
Accumulated variance	32.422	42.087	50.911	57.912	64.784

Kaiser–Meyer–Olkin measure of sampling adequacy =0.808; approx. Chi square = 2426.990; df = 171; Sig = 0.000

Note: Extraction method: principal component analysis; rotation method: Varimax with Kaiser Normalization a. Rotation converged in 11 iterations

Table 3.4: Rotated Component Matrix for business interruptions

Items loaded	Supply disruptions	Total lockdown
Through resilience practices our supply chains have apparent ability to recover from inevitable risk events more effectively than others	.707	
Supply chain alignment has been made possible by resilience	.679	
Supply chain flexibility has been achieved at the firm through resilience	.665	
Payments to our suppliers are affected in a timely manner	.640	
Our suppliers provide timely delivery of raw materials	.637	
The firm has been resilient in its supply chain after disruptions	.626	
There is good road network that enables transportation of supplies	.608	
The firm cope with disruptions and vulnerabilities either reactively or proactively	.602	
The firm has Resilience practices to survive supply disruptions	.575	
Our supply chain is prone to vulnerabilities and disruptions from both external factors and internal factors ranging from financial to internal business-process susceptibilities	.568	
There is minimal interference by the suppliers and their agents during supplying	.555	
Resilience reduces supply chain vulnerability and improved adaptability	.546	
There is limited levels of operational capacity at the firm		.724
We have new market competitors and share due to lockdown		.692
We experience Low labor productivity or attendance		.688
Lockdown led to fluctuation in supply demand levels		.638
Lockdown caused anxiety among our employees		.584
The firm faces restrictions in movement of its products		.556
There is limited ability to ward getting or producing new products		.555
Eigen values	5.048	2.862
Percentage of variance	36.568	15.065

Accumulated variance	36.568	51.633

Kaiser–Meyer–Olkin measure of sampling adequacy = 0.802; approx. Chi square = 1977.046; df = 171; Sig = 0.000

Note: Extraction method: principal component analysis; rotation method: Varimax with Kaiser Normalization: a. Rotation converged in 3 iterations.

Table 3.5: Rotated Component Matrix for Performance of SMEs

Items loaded	Profitability	Sales growth	Customer growth
Our profits have been growing over the last five years	.859		
The business' assets have increased in the last five years	.741		
Survival of this business has been due to the profits earned	.702		
Our company is growing due to the net profit reinvested	.691		
The firm always plan and meet the desired profits	.688		
The net profit of our company has been increasing for the last 3 years	.603		
Our operational costs have been reducing with the increase in production/business activity	.597		
They always sell in bulk to its customers		.768	
The numbers of existing customers that our company serves increased in the 3 last years		.760	
The firm always carries out sales forecasting to meet the targets		.758	
Our customers have increased on their purchasing volumes over the 3 last years		.719	
Over the 3 last years, the sales growth of our products increased		.719	
Our sales volume increased in the 3 last years		.695	
Our firm has been expanding as a result of increasing sales volume		.693	
Our annual sales greatly increase each year		.620	
Our stock levels have increased due to increased sales and demand		.591	
We are still able to achieve our sales expectations		.566	
Clients now need more services than before			.777
The firm has registered increase in client base			.753
The customer retention rate is always increasing			.749
The volume of our customers 'purchases increased over the 3 last years.			.749
The firm serve a large number of customers in the whole country			.739
Over the 3 last years the firm had significant market share growth			.730
The frequency of our customers 'purchases increased in the 3 last years.			.728
Existing customers refer new customers to my/our firms' products and services			.727
The clients are satisfied with our services			.725
Our market share increased in the 3 last years			.703
Our firm has a higher market value compared to the previous years			.628
Every year we register new customers			.628
Eigen values	15.290	2.598	1.490
Percentage of variance	52.724	8.957	5.139

Accumulated variance	52.724	61.681	66.820

Kaiser–Meyer–Olkin measure of sampling adequacy =0.943; approx. Chi square = 7591.624; df = 406; Sig = 0.000

Note: Extraction method: principal component analysis; rotation method: Varimax with Kaiser normalization a. Rotation converged in 6 iterations.

3.8 Data processing and analysis

Data collected was compiled, sorted, edited, classified and coded into a coding sheet and analyzed using statistical package for social sciences (SPSS) version 23 to establish the relationship between marketing knowhow, business interruption and performance of SMEs in Kampala during COVID-19 pandemic. This provided descriptive statistics, correlation and regression outputs. Pearson's Correlation coefficient was used to establish the strength of relationship between the study variables under study. Regression analysis was also conducted to determine the variance in the dependent variable that is explained by the independent variables.

3.9 Ethical considerations

As a researcher, confidentiality of the respondents was ensured whereby the respondent were informed upfront that the information they give would be solely used for academic purposes and data obtained on private matters would be treated with confidence and indeed this was done. The researcher ensured that the participants' identities are protected so that the information collected does not harm them in any way. No participant's names were recorded in any form on the questionnaires to ensure anonymity and confidentiality. Participation in this study was also be voluntary and participants were informed of their right to withdraw from the study if they wish. No form of coercion was used for those individuals who did not show interest to participate in the study. The researcher also requested for clearance from the university to conduct the study from SMEs in Kampala.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

In this chapter, the results are presented and interpreted. Specifically, this chapter displays the demographic characteristics, descriptive statistics of the study variables and correlation analysis results of the study objectives as well as the regression analysis results. In this study, the analyses are guided by research objectives which are; to examine the relationship between marketing knowhow and performance of SMEs in Uganda, to establish the relationship between business interruption and performance of SMEs in Uganda and to examine the relationship between marketing knowhow, business interruption and performance of SMEs in Uganda.

4.1 Response Rate

Out of 379 questionnaires distributed, 287 questionnaires were returned and giving rise to a response rate of 75.7% which is suitable to draw valid and reliable conclusions. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, 60% good and above 70% rated very well. This also concurs with Kothari (2004) assertion that a response rate of 50% is adequate, while a response rate greater than 70% is very good. This implies that based on these assertions; the response rate in this case of 75.7 was very good.

4.2 Respondents Demographic Characteristics

This section presents information about the demographic characteristics of the respondents that took part in the study. The demographic characteristics analyzed include; gender of the respondents, age group, level of education, and years spent with the enterprises.

Table 4.1: Showing Respondent Characteristics.

Variable N=287	Description	Frequency	Percentage (%)
Gender	Male	167	58.2
	Female	120	41.8
	Total	**287**	**100.0**
Age	Below 30 years	69	24.0
	30 - 39 years	110	38.3
	40 -49 years	97	33.8
	50 - 59 years	11	3.8
	Total	**287**	**100.0**
Level of Education	Certificate	27	9.4
	Diploma	72	25.1
	Bachelor	122	42.5
	Master	63	22.0
	Other	3	1.0
	Total	**287**	**100.0**
Years in the enterprise	Less than 5 years	67	23.3
	5 -10 years	129	44.9
	11-15 years	71	24.7
	Above 15 years	20	7.0
	Total	**287**	**100.0**

The above results showed that the majority that male respondents were the majority constituting 58% in the sample as compared to their female counterparts who were 42% of the entire sample. This indicates that the SMEs in Kampala are run by both male and female employees but mostly run by men. Results in table 4.1 indicated that the majority of the respondents were between 30–39years of age (38.3%), followed by those between 40-49 years of age (33.8%), then those with bellow 30 years (24%) and the minority were between 50-59 years of age (3.8%). This shows that majority of people who participate in the activities of SMEs in Kampala are in the actives age bracket. The same was observed that, the majority of the respondents had attained bachelor's degree as their highest level of education (42.5%), followed by those with diploma (25.1%), then those with masters (22%), certificate (9.4%) and lastly those with other levels of education of education like PhD comprised (1%) of the sample respectively. This would imply that employees who participate in the activities of SMEs in Kampala are literate. Table 4.2 indicated that majority

of the respondents 44.9% had worked with the SMEs for 5-10 years, followed by 24.7% who worked for 11-15 years, 23.3% worked for less than 5 years and lastly 7% who worked for above 15 years. This implies majority of the respondent had spent enough years with the SMEs thus there were the in better position to provide information about marketing knowhow, business interruption and performance of SMEs in Kampala.

4.3 Enterprise Demographic Characteristics

This section presents information about the business enterprises under study. The background information about the business enterprises analyzed include the ownership of the enterprises, age of the enterprises and number of employees as shown in the table below.

Table 4.2: Showing business enterprises Profile

Variable N=287	Description	Frequency	Percentage (%)
Ownership	Individual	220	76.7
	Family	63	22.0
	Group	4	1.4
	Total	**287**	**100.0**
Business age	Less than a year	5	1.7
	1 - 2 years	62	21.6
	3 - 5 years	27	9.4
	6 -10 years	105	36.6
	Over 10 years	88	30.7
	Total	**287**	**100.0**
Number of employees	Less than 5 people	81	28.2
	6 - 10 people	130	45.3
	Over 10 people	76	26.5
	Total	**287**	**100.0**

The results in the table 4.2 above showed that majority (76.7%) of the business enterprises were owned by individual, followed by those owned by family (22%) and lastly those owned by group (1.4%). Furthermore, majority (36.6%) of business enterprises have been in existence for 6-10 years, 30.7% have existed for over 10 years, 21.6% have benne there for 1-2 years, 9.4% have been in existence for 3-5 years and only 1.7% have been in existence for less than a year, meaning that

the majority of the business enterprises have stood the test of time thus the information provided can be relied on. Further still it was observed that most of business enterprises had 6-10 employees (45.3%), followed 28.2% which had less than 5 employees and 26.5% had over 10 employees.

4.4 Correlation Results

The correlation results are presented in Table 4.3. Pearson's correlation coefficient analysis was conducted to establish the relationships between predictor variables (marketing knowhow and business interruptions) and the outcome variable (performance of SMEs). The intention was to evaluate whether linear relationships existed between predictor variables and the outcome variable. Pearson's correlation coefficient (r) was used because it is a parametric statistic and requires interval data for both variables (Garson, 2012). As a result, bivariate-correlation analyses were performed and Pearson correlation coefficients were generated to measure the direction and size of the relationship between the study variables (Field 2009).

Table 4.3: Correlations

	1	2	3	4	5	6	7	8	9	10	11	12	13
Price management (1)	1												
Promotion management (2)	.555**	1											
Product management (3)	.406**	.571**	1										
Distribution management (4)	.130*	.410**	.172**	1									
Market information management (5)	.480**	.609**	.446**	.445**	1								
Marketing Knowhow (6)	.657**	.851**	.673**	.568**	.881**	1							
Supply Disruptions (7)	.337**	.553**	.518**	.556**	.623**	.709**	1						
Total Lockdown (8)	.272**	.210**	.013	.124*	.427**	.324**	.214**	1					
Business interruptions (9)	.394**	.530**	.407**	.491**	.691**	**.707****	.878**	.655**	1				
Profitability (10)	.150*	.230**	.073	.232**	.232**	.255**	.136*	-.106	.053	1			
Sales Growth (11)	.129*	.186**	.161**	.058	.048	.142*	.159**	-.208**	.022	.758**	1		
Customer growth (12)	.021	.156**	.000	.178**	.002	.084	.103	-.139*	.012	.645**	.707**	1	
Performance of SMEs (13)	.103	.207**	.084	.167**	.087	**.166****	.146*	-.172**	**.029**	.866**	.918**	.897**	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

4.5. The relationship between marketing knowhow and performance of SMEs

The results in Table 4.3 indicate that there is a positive relationship between marketing knowhow and performance of SMEs in Kampala (r=.166**, p<.01). This means that a positive increase in marketing knowhow translates into a positive improvement in performance of SMEs in Kampala. Furthermore, all the individual dimensions of marketing knowhow (price management, promotion management, product management, distribution management and market information management) are positive and significantly associated with performance of SMEs in Kampala.

4.5.1 The relationship between business interruption and performance of SMEs

The results in Table 4.3 similarly indicate that there is a positive but insignificant relationship between business interruption and SMEs in Kampala (r = .029, p = .01). This means that an increase in business disruptions translates into a small and insignificant increase in performance of SMEs in Kampala this could be that during hard times like pandemics, entrepreneurs tend to devise alternative means of surviving in the eco system. Supply chain disruption as a dimension of business disruption also have a positive and significant relationship with associated with performance of SMEs in Kampala whereas total lockdown has a negative but and significant relationship with performance of SMEs in Kampala.

4.5.2 The relationship between marketing knowhow, business interruption and performance of SMEs

The results in Table 4.3 similarly indicate that there is a positive and significant relationship between marketing knowhow, business interruption and performance of SMEs in Kampala (r=.707**, p<.01). This means that the possession of marketing knowhow and reduction of business interruptions among SMEs improves performance of SMEs in Kampala. .

4.6 Regression Results

Regression is the predictive potential of the independent variables on the dependent variable. The regression model was used to determine the extent to which marketing knowhow and business interruptions predict performance of SMEs in Kampala. The results are presented in the Table 4.4. *Adjusted* R^2 gives the idea of how well the regression model generalizes the study variables and ideally every researcher would like its value to be the same or very close to the value of R2. Table 4.4 bellow shows the results from regression analysis.

Table 4.4: Shows the regression results of the study variables

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	**Std. Error**	**Beta**	**t**	**Sig.**	**Tolerance**	**VIF**
(Constant)	3.181	.384		8.290	.000		
Marketing knowhow	.400	.113	.291	3.543	.000	.500	2.001
Business interruptions	-.292	.136	-.177	-2.155	.032	.500	2.001
R=.208[a], R^2=.043, Adjusted R^2=.360, F=6.398, Sig=.000, e=0.79365, Durbin Watson=1.101							

a. Dependent Variable: Performance of SMEs

The results in Table 4.4 show that marketing knowhow and business interruptions predict 36% of the variance in performance of SMEs in Kampala (Adjusted R Square =.360). This means that, there are other factors which explain the remaining 64% of the variance in performance of SMEs. It was also noted that marketing knowhow (Beta = .291, sig. <.000) is a better predictor of performance of SMEs in Kampala than business interruptions (Beta = -.177, sig. <.036). This implies that management of public SMEs in Uganda should emphasize marketing knowhow through improving price, promotion, product, distribution and market information management in order to attain the desired enterprise performance The regression model in this case was statistically significant (sig. <.000).

Mulitcollinearity was tested for to ascertain whether there is a strong correlation between two or more predictors in a regression model (Field, 2009). Mulitcollinearity poses a problem only for multiple regression because simple regression requires only one predictor. Field (2009) recommended that tolerance values below 0.1 indicate a serious mulitcollinearity problem and tolerance values below 0.2 indicate a potential problem otherwise, tolerance values of above 0.2 are better. Variance Inflation Factor (VIF) is another measure of mulitcollinearity and it indicates whether a predictor has a strong linear relationship with other predictor(s). Myers (1990) suggests that a value of 10 is a good value at which to worry. For this study, the VIF values are all below 10 and the tolerance statistics are above 0.2. Therefore, there were no mulitcollinearity problems in our data. The researcher further ran the Durbin–Watson test which tests for serial correlations between errors (Field, 2009). Specifically, it tests whether adjacent residuals are correlated. The test statistic can vary between 0 and 4 with a value of 2 meaning that the residuals are uncorrelated. A value greater than 2 indicates a negative correlation between adjacent residuals, whereas a value below 2 indicates a positive correlation. The size of the Durbin–Watson statistic depends upon the number of predictors in the model and the number of observations. For this study the Durbin-Watson statistic was close to 2 (1.101) and this indicates that there is no multi-collinearity since correlation between independent errors is minimal (Field, 2009).

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the detailed discussion of the findings guided by the objectives of the study, the chapter also covers the conclusions, recommendations, limitations and suggested areas for further research. These are presented below.

5.1 Discussion of Findings

This study aimed at examining the relationship between marketing knowhow and performance of SMEs in Kampala, establishing the relationship between business interruption and performance of SMEs in Kampala and examining the relationship between marketing knowhow, business interruption and performance of SMEs in Kampala. The study also focused on the predictive potential and strength of the relationships of marketing knowhow and business interruption on performance of SMEs in Kampala as discussed below;

5.1.1 Relationship between marketing knowhow and performance of SMEs

The findings indicate there was a positive and significant relationship between marketing knowhow and performance of SMEs in Kampala. It is thus important that for SMEs to achieve the desired performance, marketing knowhow studies should be well established, adopted and well implemented among their staff in terms of price, promotion, product, distribution and market information management. In this study, it is evident that if SMEs in Uganda manage to offer competitive prices, stick to our price list and minimizing discounts, identify when and where our customers are most ready to buy our products and services, differentiate our product/service, deliver products on time, review their distribution strategies with the relevant contacts, share proprietary information with our partners, get information about issues that affect their business, share business knowledge of core business process with others and be

aware of the image the people have of their brand vs their competitors; they will be improvement in performance of SMEs in Kampala.

The findings are in agreement with literature of Day (2014) who explains that the possession of marketing knowhow enables enterprises to understand changes taking place in the markets in order for them to operate more effectively. Additionally, Qureishi and Mian (2014) conquer with the study findings that market capabilities like marketing research, pricing, product management, channels, promotion and marketing management enable SMEs to identify customer demands, and gear their synergies to meet them hence boosting their leadership in the market. Consequently, such companies register improved market share which improves sales growth and profitability.

5.1.2 Relationship between business interruption and performance of SMEs

Correlation results indicate that there is a positive but insignificant relationship between business interruptions and performance of SMEs in Kampala. It is thus important that for SMEs to attain good performance in Kampala, management should be in position to manage business interruptions like supply disruptions and lockdowns. In this study, it is evident that SMEs in Kampala tried to have resilience practices in their supply chains in order to recover from inevitable risk events more effectively than others, payments to their suppliers were affected in a timely manner, their suppliers provide timely delivery of raw materials, firms have been resilient in its supply chain after disruptions. However, the SMEs are still faced with limited levels of operational capacity at the firm, new market competitors and share due to lockdown, experienced Low labor productivity or attendance, fluctuation in supply demand levels due to lockdown and anxiety among our employees, thus failure to achieve the desired performance among SMEs in Kampala.

The findings of this study are consistent with the findings of the previous researchers for example, Manhart et al. (2020) and Tukamuhabwa et al. (2015) who stated that high-profile interruptions such as natural disasters, political turmoil, diseases, and terrorism have severely disrupted the normal daily operations of firms. Baghersad and Zobel (2021) further added that supply chain disruptions are associated with a significant decrease in operating income, return on sales, return on assets, sales, and a negative performance in total assets. Additionally, Because of the COVID-19 lockdown business and economic activities have been affected and have weakened the available human and economic resources such as workmen, materials, transport, etc (Craven, Liu, Mysore, & Wilson, 2020). In his study Hamiza (2020) conducted on the impact of Coronavirus Lockdown on Small and Medium Scale Businesses in Arua Municipality, Uganda, findings of the study revealed that lockdown has a significant positive effect on SMEs performance in Arua Municipal of Uganda. Also in their contribution, Ozili and Arun (2020) revealed that the increasing number of lockdown days, monetary policy decisions, and international travel restrictions have a significant positive effect on SME's performance. Lastly, Arthur et al. (2021) revealed that COVID19 pandemic accounted for a significant variance in the operations and sustainability of SMEs in the selected boarder districts in Uganda. Therefore, SMEs in Kampala were highly been affected by COVID-19 and associated business restrictions

5.1.3 The relationship between marketing knowhow, business interruption and performance of SMEs

Correlation results indicate that there is a there is a positive and significant relationship between marketing knowhow, business interruption and performance of SMEs in Kampala given by r=.707** and p<.01. This is further evidenced by the predictive potential of marketing knowhow and business interruptions on performance of SMEs in Kampala given by (Adjusted R Square =.360) as shown by the regression results. It is thus important that for SMEs to

improve their marketing knowhow and deal with business interruptions in order to enhance their performance. The findings of this study are consistent with the literature that the skills and abilities of workers in an organization to respond to external threats and to mitigate disruption across the supply chain is directly related to the firm's short-term and long-term performance (Nyamah et al. 2017; Kilubi 2016). Additionally, Parast, Sabahi and Kamalahmadi (2019) stated that organizations would be able to improve their resilience to supply chain disruptions through emphasizing their innovation capabilities. Kamalahmadi and Parast (2016) identified firm technology as an organizational capability that improves a firm's resilience to business interruptions. Finally, Akgün and Keskin (2014) studied how organizational capacity and a firm's product innovativeness and performance are related to each other.

5.2 Conclusion

The objectives of this study were; to examine the relationship between marketing knowhow and performance of SMEs in Kampala, to establish the relationship between business interruption and performance of SMEs in Kampala and to examine the relationship between marketing knowhow, business interruption and performance of SMEs in Kampala. The above three objectives were achieved through a questionnaire survey of 287 SMEs in Kampala – Uganda representing a response rate of 75.7%. The findings of the study have indicated that independent variable (marketing knowhow and business interruptions predict 36% of the variance in performance of SMEs in Kampala.

Also, it is important for SME to enables their staff possess marketing knowhow in terms of price, promotion, product, distribution and market information management in order for them to achieve their desired goals. Furthermore, SMEs need to deal with business interruptions like supply chain disruptions and lockdown. This can be done through to being resilient in their supply chains in order to recover from inevitable risk events more effectively than others,

payments to their suppliers in a timely manner, encourage suppliers to provide timely delivery of raw materials, improve the levels of operational capacity at the firm and enhance labor productivity levels. Overall, the findings clearly show that an effective marketing knowhow and reduction of business interruptions can significantly influence performance of SMEs in Kampala

5.3 Recommendations

i. The SMEs owners or managers should actively engage themselves in the formation of associations like KACITA and strengthen their marketing knowhow in order to gain knowledge and get access to critical information in the industry and acquisition of key resources that will give them a competitive advantage and economies of scale, this is because the results showed that there is a positive and significant relationship between Marketing Know How and Performance of SMEs in Kampala.

ii. SMEs owners should embrace marketing knowhow practices and put a lot of emphasis on designing effective marketing mix strategies such as putting more emphasis on promotion and distribution management and managing marketing information by availing it to the customers and the workers since it has been found out that marketing knowhow plays a key role in achieving desired performance.

iii. SMEs owners should provide interventions to deal with business interruptions in order to attain good performance. More emphasis should be given to interventions geared towards supply chain disruptions and lockdown like being resilient in their supply chains in order to recover from inevitable risk events more effectively than others, payments to their suppliers in a timely manner, encourage suppliers to provide timely delivery of raw materials, improve the levels of operational capacity at the firm and enhance labor productivity levels.

iv. SME owners should invest a lot of time and resources in conducting marketing research aimed at understanding the customer, since customers directly affect their performance.

v. Lastly, SMEs should exert more emphasis in building and sustaining loyal ties with customers and suppliers so as to be in position of boosting the performance of their businesses. This could be done through training their staff in seminars, conferences, workshops and so forth so as to equip them with up-to-date skills and competencies.

5.4 Study limitations

Like any other study, the current study also has a number of limitations;

i. The results may only be limited to SMEs in Kampala and so these results may not be able represent the views of all Ugandans or other countries. Further research studies may need to be conducted to include other districts in the country and other national settings.

ii. The fact that this research will be cross-sectional, changes in peoples' perceptions over time may not be captured. Therefore, there is need for longitudinal research.

iii. The data collection instrument may be a standard questionnaire which may limit the ability to collect views about information outside asked question. However, this study clearly brought out the overall contribution of marketing knowhow and business interruptions on performance of SMEs.

5.5 Areas for further research

The study concentrated on marketing knowhow and business interruptions on performance of SMEs in Kampala, future studies should attempt to widen the scope to cover other areas with considerations to SMEs in rural areas. Also, a purely qualitative study and mixed methods research needs to be conducted on marketing knowhow and business interruptions on performance of SMEs to gather the respondent's opinions on the variables. Further studies may

also be conducted to ascertain other predictors of performance of SMEs in Uganda given that the independent variables only predict 36%.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

MAKERERE UNIVERSITY

Dear Respondent,

Am Mutaka Musitafa**,** a student at Makerere University Business School pursuing a Master's Degree in Business Administration. I am conducting a study on ***"Marketing Knowhow, Business Interruption and Performance of SMEs in Uganda during COVID-19 Pandemic*".** As one of the target respondents identified, your views and opinion are very important to this study. Therefore, I kindly request you to spare some time and you fill this questionnaire. The responses obtained will be confidential and strictly be used for academic purpose only.

SECTION A-1: Demographic characteristics of respondents (Please tick where applicable)

1. **Gender**
   Male ☐ Female ☐
2. **Age:**
   Below 30 years ☐ 30-39 years ☐ 40-49 years ☐ 50-59 years ☐
   60 and above years ☐
3. **Level of education**
   Certificate ☐ Diploma ☐ Bachelor ☐ Master ☐ Other ☐
4. **No. of years in the enterprise**
   Less than 5 years ☐ 5-10 years ☐ 11-15 years ☐ Above 15 years ☐

SECTION A-2: Enterprise Demographic Characteristics

5. **Ownership of the Enterprise:**
   Individual ☐ Family ☐ Group ☐
6. **Business age**
   Less than a year ☐ 1 – 2 year ☐ 3 – 5 years ☐ 6 – 10 years ☐
   Over 10 years ☐
7. **Number of employees**
   Less than 5 people ☐ 6 – 10 people ☐ Over 10 people ☐

SECTION B

The table below shows the alternative responses and the number assigned to each response. For In sections B – D, please evaluate the statement by ticking in the box with the number that best suits your response. The options are;

Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
5	4	3	2	1

SECTION B: ***Marketing Knowhow***

	Price management	***1***	***2***	***3***	***4***	***5***
1	We can identify our competitors' pricing strategies					
2	We are able to offer competitive prices					
3	We can monitor competitors' prices and price changes					
4	We can stick to our price list and minimizing discounts					
	Promotion management	***1***	***2***	***3***	***4***	***5***
1	We are able to locate our target buyers/ customers					
2	We are able to get knowledge of the places where the customers buy and when					
3	We are able to market our products/ services using the marketing channels the customers use on a regular basis					
4	We are able to get information about the marketing channels that work best with our target customers					
5	We are able to identify when and where our customers are most ready to buy our products or service					
6	We are able to position our business in a place convenient to customers					
	Product management	***1***	***2***	***3***	***4***	***5***
1	We have the ability to differentiate our product / service					
2	Our product/ services can satisfy customer needs					
3	The product features are able to meet the customer needs					
4	We have the ability to position the product / services in the marketplace					
5	We have the ability to identify competitors and how they compare with us					
6	We are able to find out that customers are unhappy with the quality of our services / products, and take corrective action immediately					
	Distribution management	***1***	***2***	***3***	***4***	***5***
1	We are able to review our distribution strategies with the relevant contacts					
2	We keep to our delivery time					
3	We have enough resources for transportation					
4	We are able to provide dependable delivery					
	Marketing information	***1***	***2***	***3***	***4***	***5***
1	We are able to share proprietary information with our partners					
2	We are able to get information about issues that affect our business					
3	We are able to share business knowledge of core business processes with others					
4	We are aware of the image the people have of our brand vs our/ my competitors					
5	We are aware of what people think about the different aspects of our/ my product (name, packaging, features, advertising, pricing					

SECTION C: business interruptions

Sd	***Supply Disruptions***	***1***	***2***	***3***	***4***	***5***
Sd1	The firm has been resilient in its supply chain after disruptions					
Sd2	Supply chain flexibility has been achieved at the firm through resilience					
Sd3	Supply chain alignment has been made possible by resilience					
Sd4	Resilience reduces supply chain vulnerability and improved adaptability					

Sd5	Our supply chain is prone to vulnerabilities and disruptions from both external factors and internal factors ranging from financial to internal business-process susceptibilities.					
Sd6	The firm cope with disruptions and vulnerabilities either reactively or proactively					
Sd7	The firm has Resilience practices to survive supply disruptions					
Sd8	Through resilience practices our supply chains have apparent ability to recover from inevitable risk events more effectively than others					
Sd9	Payments to our suppliers are effected in a timely manner					
Sd10	There is minimal interference by the suppliers and their agents during supplying					
Sd11	We maintain a good relationship with our suppliers					
Sd12	There is good road network that enables transportation of supplies					
Sd13	Our suppliers provide timely delivery of raw materials					
Ld	***Lockdown***	***1***	***2***	***3***	***4***	***5***
Ld1	The firm had difficulties in debts collection					
Ld2	The lockdown led to costly operating procedures set by the government					
Ld3	The firm faces restrictions in movement of its products					
Ld4	The firm experience low levels of cash flow					
Ld5	We experience unexpected or additional expenses					
Ld6	We experience Low Labor productivity or attendance					
Ld7	There is limited levels of operational capacity at the firm					
Ld8	There is limited ability toward getting or producing new products					
Ld9	We have new market competitors and share due to lockdown					
Ld10	Lockdown led fluctuation in supply demand levels					
Ld11	Lockdown caused anxiety among our employees					

SECTION D: Performance of SMEs

Prof0	***Profitability***	***1***	***2***	***3***	***4***	***5***
Prof1	Our profits have been growing over the last five years					
Prof2	The business' assets have increased in the last 5 years					
Prof3	Our operational costs have been reducing with the increase in production/business activity					
Prof4	Survival of this business has been due to the profits earned					
Prof5	The firm always plan and meet the desired profits					
Prof6	The net profit of our company has been increasing for the 3 last years.					
Prof7	Our company is growing due to the net profit reinvested					
Sg0	***Sales growth***	***1***	***2***	***3***	***4***	***5***
Sg1	Our annual sales greatly increase each year.					
Sg2	Our firm has been expanding as a result of increasing sales volume					
Sg3	Our stock levels have increased due to increased sales and demand					
Sg4	The firm always carries out sales forecasting to meet the targets					
Sg5	The always sells in bulk to its customers					
Sg6	We are still able to achieve our sales expectations					

Sg7	The number of existing customers that our company serves increased in the 3 last years					
Sg8	Our customers have increased on their purchasing volumes over the 3 last years					
Sg9	Our sales volume increased in the 3 last years					
Sg10	Over the 3 last years, the sales growth of our products increased					
Cg0	***Customer growth***	***1***	***2***	***3***	***4***	***5***
Cg1	The customer retention rate is always increasing					
Cg2	Every year we register new customers					
Cg3	Existing customers refer new customers to my/our firms' products and services					
Cg4	The clients are satisfied with our services					
Cg5	Clients now need more services than before					
Cg6	The firm serve a large number of customers in the whole country					
Cg7	The firm has registered increase in client base					
Cg8	Our firm has a higher market value compared to the previous years					
Cg9	Our market share increased in the 3 last years					
Cg10	Over the 3 last years the firm had significant market share growth					
Cg11	The volume of our customers 'purchases increased over the 3 last years.					
Cg12	The frequency of our customers 'purchases increased in the 3 last years.					

Thank You for Your Corporation

Appendix 2: Sample Size (S) Required for a Given Population Size (N)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	301	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

From: R.V. Krejcie and D. W. Morgan (1970)