

WOLKITE UNIVERSITY
COLLEGE OF ENGINEERING AND TECHNOLOGY
DEPARTMENT OF GARMENT ENGINEERING



**STUDYING FACTORS INFLUENCING THE IMPLEMENTATION OF
MARKETING STRATEGIES IN THE CASE OF KANENUS GARMENT
FACTORY**

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WOLKITE, ETHIOPIA

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**A THESIS SUBMITTED TO DEPARTMENT OF GARMENT ENGINEERING
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Mr. MILLION KASA

WOLKITE UNIVERSITY

COLLEGE OF ENGINEERING AND TECHNOLOGY

DEPARTMENT OF GARMENT ENGINEERING

WOLKITE, ETHIOPIA

MAY, 2025

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LIST OF ACRONYMS

4Ps.....	Product, Price, Place, Promotion (Marketing Mix)
BSC.....	Bachelor of Science
BNPL.....	Buy Now, Pay Later
EED.....	Ethiopian Enterprise Development
EFAS.....	External Factor Analysis Summary
GSMA.....	Global System for Mobile Communications Association
HOD.....	Head of Department
IFAS.....	Internal Factor Analysis Summary
MOE.....	Margin of Error
NBE.....	National Bank of Ethiopia
RBV.....	Resource-Based View
SC.....	Supply Chain
SMEs.....	Small and Medium-sized Enterprises
SMMS.....	Social Media Marketing Systems
SPSS.....	Statistical Package for the Social Sciences



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ለሚመለከተው ሁሉ

ጉዳዩ:- የተሰራን ስራ ስለማሳወቅ ይሆናል

ከዚህ በፊት በቀን 03/06/2017 በጻፍነው ደብዳቤ በድርጅታችን ውስጥ ገጥሞን የነበረውን የገበያ ችግር እና የምርት ተያያዥ ችግሮችን እንድራቱልን ለወልቅጤ የኒዚርስቲ የአምስተኛ ዓመት የጋርመንት ምህንድስና ተማሪዎችን በደብዳቤ ቁጥር WHK-0332/17 መጠያቃችን ይታወቃል ይህንኑ ተከትሎ በርካታ ስራዎች ስንሰራ የቆየን ሲሆን እስካሁን የደረሰንበትን ለማሳወቅ ይመች ዘንድ:-

1. ለፋብሪካው አማራጭ የገበያ ትስስር መፍጠሪያ መንገዶችን በማትረብ
2. የድርጅቱ ውስጣዊ ችግሮችን በማጥናት እና እኛም እንድናምንበት በማድረግ
3. ለድርጅቱ የገጽታ መለያ ወይንም ሎጎ በመስራት
4. የተለያዩ ድርጅቱን የሚጠቅሙ የEmail, Facebook እና Tiktok አካውንቶችን በመክፈት እና ይህንንም የሚቆጣጠር ሰው በማሰልጠን
5. ለማስታወቂያ የሚሆኑ Short video, Banner, Brochure, Flypaper በማዘጋጀት በተለያዩ ቦታዎች እንድናስተዋወቅ በማድረግ
6. ለሰራተኞች በቂ የማርኬትንግ ግንዛቤ በመፍጠር እና የመሳሰሉትን በመስራት ቆይተዋል።

ስለዚህ ከላይ የጠቀስናቸውን ክብዙ በትንሹ የተጠቀሱትን ስራዎች መኔጅመንቱን በማሳመንና በማስረዳት ወደስራ የተገቡ ሲሆን ቀሪ ስራዎችን በተለይ በምርት በኩል የሚቀሩ ስራዎችን ድርጅቱ አምኖ ተግባራዊ ለማድረግ ይህንን ናረጋገጫ ከተሰራው ስራ ጋር ልክንላቸዋል።



አሰሪ
Admasuu Diriba Gar
Admasu Diriba Gar
አድማሱ ድረላ ጋራ
Hogantaa Qleaa
ጥ: አድማሱ ድረላ
General Manager

ABSTRACT

Marketing strategy implementation is essential for improving competitiveness and market presence, especially in fast-paced sectors like clothing manufacturing. This study examines the factors influencing the implementation of marketing strategy in Kanenus Garment Factory. 64 managers, supervisors, and employees were given closed and open-ended questionnaires as part of a descriptive study design that used quantitative approaches, achieving a 100% response rate. The analysis was enhanced by secondary data obtained from corporate documents. Regression analysis via SPSS revealed that 70.4% of the variance in implemented marketing strategies is explained by internal factors, external factors, and the 4Ps (product, price, place, promotion). The key finding indicated that while external factors, product, price, and location had no significant impact, internal issues (such as poor branding and underutilization of digital platforms) and promotion techniques had a significant positive impact. The study comes to the conclusion that in order to improve the factory's market performance, strategic interventions that prioritize staff training, digital marketing tools, and consistent branding are necessary. Adopting culturally sensitive advertising campaigns and flexible digital platforms are among the recommendations made in order to adapt to changing consumer demands and financial circumstances.

Key words: Marketing strategy implementation, Internal and External factors, marketing mix.

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the company

Kanenus Garment Factory in our country produces high-quality garment products for the local market. Kanenus Garment Factory was founded in the Arsi zone at Assela town of Oromia regional state, Ethiopia, by entrepreneur Admasu Diriba Gari. The place of this manufacturing or the location area of this company is good according to the process of the manufacturing flow process from the infrastructure to the workforce accessibility and transportation, and logistics services, We can say that it is located in a preferable area. The Factory is a multiple-story building. According to Ethiopian Enterprise Development, the company classified as a Small Medium Manufacturing Enterprise means an Enterprise with 51 up to 100 permanent employees and a total asset worth between Birr 10,000,001 and 90,000,000 (EED, 2024). Currently, the factory has over 200 machinery and 180 permanent and temporary employees. The Factory developed its image in the garment industry with many products like: T-shirts, sportswear Shirts, Hospital uniforms, polo shirts, Student uniforms, factory uniforms, and security uniforms using push and pull strategy. Overall, it can produce various products based on the order received and the ability to produce over 1500 daily output for t-shirts.



Source: company file

Figure 1.1: The appearance and product of kanenus Garment Factory

1.2 Background of the Study

The apparel industry is one of the world's vital industries, and the garment industry is a fundamental one within the apparel industry's supply chain. The garment is one of the most important products for human beings. The garment industry in Ethiopia, like in many developing countries, faces significant challenges in maintaining good marketing strategies and achieving sustainable growth. The global marketing environment emphasizes the importance of understanding cultural, economic, and political factors that influence marketing strategies. The role of digital marketing, social media, and other modern marketing tools in enhancing the factory's market presence and competitiveness includes understanding local consumer behavior, the competitive landscape, and the regulatory environment (Gillespie & Swan, 2022).

Several challenges in the Ethiopian garment industry include limited access to high-quality raw materials, dependency on imported inputs, and inadequate infrastructure. These challenges hinder the effective implementation of marketing strategies (Yared, 2010).

Marketing strategies play a crucial role in ensuring the survival and expansion of micro-enterprises within this sector. However, the implementation of these strategies is often hindered by various internal environmental factors. Studies have shown that organizational structure, culture, and financial management are critical determinants of successful strategy implementation (Kimball et al., n.d.). In the context of Ethiopia, the Kanenus Garment Factory represents a case where understanding these factors can provide insights into improving marketing strategy execution. Different marketing strategies (e.g., innovation, market demand analysis, and consumer-focused approaches) impact the factory's market position and brand image, considering the specific economic and cultural conditions.

Successful implementation is crucial for business growth, survival, and profitability, as it bridges the gap between intended strategies and realized outcomes (Pearce & Robinson, 2008). Rigid organizational structures and a lack of worker skills are two major internal obstacles to strategy execution, according to Sull, Sull, and Bersin (2023).

The rapid growth of the internet and digital technologies has significantly altered business practices, particularly in retail and manufacturing sectors, where companies are increasingly adopting online marketing strategies to enhance their market presence and sales (Wuisan & Handra, 2023). Companies must adapt to their environment and implement effective marketing strategies to increase sales volume and achieve their goals (Haslindah et al., n.d.).

The implementation of these strategies is influenced by various factors, including target market characteristics, entrepreneurial orientation, internal environmental factors (such as resources and management culture), and external environmental factors (such as market turbulence and competition). Understanding these factors is critical for garment enterprises to achieve a competitive edge and sustain long-term success (Kinuthia, L. N. 2011).

Sull et al. (2022) state that SMEs frequently experience strategy failure due to a misalignment between organizational capabilities and market expectations, which is made worse by subpar execution frameworks. According to recent research, the execution of a strategy depends on dynamic elements including agile leadership, cultural flexibility, and digital preparedness (Khan et al., 2023; Gupta & Singh, 2023). For example, according to Abebe and Tadesse (2023), 67% of unsuccessful strategies in African SMEs in the apparel industry are related to rigid hierarchical structures and underdeveloped digital tools. Additionally, the efficacy of marketing strategies in micro-enterprises is shaped by the interaction of external factors (like economic volatility) and internal resources (like talent and branding) (Kimball et al., 2023).

The influence of marketing strategies on the brand image enhances corporate and place brand images. It also emphasizes the role of international market types (developed vs. developing countries) in moderating the effectiveness of these strategies (Hou, M. 2021).

The Kanenus Garment Factory, like many other firms in emerging markets, must navigate these complexities to compete both locally and internationally. The study would explore how digital marketing strategies, including online advertising and social media, can be leveraged to improve market penetration and consumer engagement.

1.3 Statement of the Problem

Industrialization initiatives have led to a major expansion of Ethiopia's garment sector (Abebe & Tadesse, 2021), but many businesses, such as Kanenus, do not take advantage of contemporary marketing strategies. According to Gillespie and Swan (2021), digital marketing and branding are essential for competitiveness on a global scale, and 72% of consumers make decisions on what to buy online (Statista, 2023). Strategy implementation is hampered by internal factors and 4Ps such as a lack of resources, inadequate branding, and talent gaps (Kimball et al., 2023), while external factors like cultural dynamics and economic swings make matters worse (Yared, 2010).

International suggestions on marketing emphasize:

Launching social commerce sites (Facebook Shops, Instagram Shops) (GSMA, 2023).
Creating a brand identity that is powerful and dependable (Budelmann et al., 2021).
Highlighting environmentally friendly product attributes to increase consumer loyalty to the business (Jones et al., 2021).
Utilizing psychographics and data-driven targeting in marketing campaigns (Kotler et al., 2022).

To satisfy customer expectations, companies globally focus on strategies including social media marketing, online sales integration, sustainable fashion branding, and psychographic segmentation (Statista, 2023).

However, for the Ethiopian context, strategies must also address:

Budget-friendly digital marketing initiatives (Abebe & Tadesse, 2023), culturally sensitive promotions, Dynamic but affordable pricing models considering inflation. Locally optimized supply chain and distribution (Gebremariam, 2022). Thus, to regain competitiveness,

Currently, Kanenus Garment Factory's marketing practices lag behind international standards, where successful firms leverage marketing strategy like digital marketing, brand identity development, customer-centered innovation, and sustainability-driven practices to maintain competitiveness (Hou, 2021; Jones et al., 2021).

Despite possessing significant infrastructure and production capacity, Kanenus Garment Factory faces serious challenges in implementing effective marketing strategies. This has resulted in declining sales, limited market penetration, and an inability to adapt to changing customer expectations and global competition. Internal

weaknesses—such as underutilized digital marketing tools, poor branding strategies, outdated product designs, and weak promotional campaigns—continue to persist (Kimball et al., 2023; Sull et al., 2022). External factors, including economic instability, cultural preferences, and strong competitive pressures, further complicate the factory's market position (Yared, 2010; Mengistu, 2021).

Sales data reveal a 22.4% decline between 2023 and 2024, dropping from ETB 5.57 million to ETB 4.32 million. SMEs with weak digital presence and branding typically experience losses ranging from 15% to 30% (Gillespie & Swan, 2021), emphasizing the urgency for immediate strategic interventions.

1.4 Justification

A. Marketing Campaigns

Developing professional templates for social media posts, business cards, and packaging to ensure consistent branding. Creating mockups for T-shirt designs and other products to make them more visually appealing and market-ready. Promotional Templates and Graphic Design. Implementing targeted digital marketing campaigns to increase brand visibility and change customer purchasing behavior. Analyze the psychographic factors to make garments that the customer will be proud of. For example, a young customer will prefer body-hugging styles while older customers will prefer loosely fitted styles with more comfort.

B. Platform Setup

Establishing social commerce platforms, such as Instagram and Facebook Shops, to facilitate direct sales.

C. Digital Branding

Building a strong brand identity and implementing strategies to foster customer loyalty. A strong brand identity is essential for market competitiveness. We propose designing **a new logo** for Kanenus Garment Factory to establish a fresh, modern, and professional brand image. Brands that promoted "circular fashion" in Europe reported a 20% boost in customer loyalty (Jones et al. 2021).

1.5 Research Questions

1. What obstacles does the manufacturing now encounter when putting marketing tactics into practice?
2. What are the reasons behind a poor market strategy?
3. Which strategy can improve the branding and appeal of a product?
4. Which techniques are available for assessing the new strategy's efficacy?

1.6 Objective of the study

1.6.1 General Objective

- The general objective of the research is to study factors affecting the implementation of marketing strategies in the case of Kanenus Garment Factory.

1.6.2 Specific Objective

- To assess the current challenges and barriers in marketing strategy implementation.
- To identify the factors contributing to a low market strategy.
- To develop strategies for enhancing product appeal and branding.
- To evaluate the newly established strategy.

1.7 Scope of the study

The study will aim to identify the factors that will influence the implementation of marketing strategies and propose methods for solving the problems and implementing marketing strategies at Kanenus Garment Factory.

Geographic Scope:

The Kanenus Garment Factory, which is situated in the Dosha Sefer neighborhood of Asella Town, Arsi Zone, Oromia Regional State, Ethiopia, is the subject of this study. This regional separation guarantees a localized examination of the factory's marketing tactics and obstacles.

Time Scope:

Data collection: February (factors, challenges, and baseline measures). Strategy Development: February – March (creating branding and product appeal plans). March – April 2025: the implementation and evaluation of the recently suggested strategy.

Thematic Scope

The study is thematically structured to address the specific objectives by evaluating marketing strategy challenges, focusing on external and internal factors such as economic difficulties, cultural preferences, and skill shortages. It also aims to identify ineffective market approaches by analyzing organizational limitations and target market dynamics. The study also focuses on improving product branding through digital marketing campaigns and product design enhancements. The developed strategy is assessed using metrics like sales volume, profit margins, supplier consistency, and customer retention.

1.8 Significance of the Study

The study will be significant as it will provide practical recommendations to address these challenges or factors that will influence the implementation of marketing strategies. For example, it will suggest creating attractive T-shirt design mockups to improve product appeal. It will also recommend developing promotional templates, business cards, and packaging designs for better branding. Additionally, it will propose implementing digital marketing campaigns to increase customer engagement and brand visibility. Furthermore, it will advise setting up digital platforms to enhance branding and customer loyalty.

By addressing these issues, the study will help Kanenus Garment Factory regain its market position, adapt to modern consumer demands, and achieve sustainable growth in a competitive industry.

1.9 Benefits and Beneficiaries

1.9.1 Benefit

The factory will improve its ability to maintain market strategy, adapt to consumer preferences, and increase sales. Enhanced product appeal, effective promotion, and digital presence will attract more customers and boost brand visibility.

1.9.2 Beneficiary

- Kanenus Garment Factory will benefit directly
- Employees
- Customers
- Researcher and
- Another researcher used this research paper as a reference

CHAPTER TWO

2. LITERATURE REVIEW

2.1 INTRODUCTION

The rapid and modern development of science and technology will have a positive impact on companies engaged in industry, sales, and services. These days, the competitive global marketplace has a high influence on business activities, whether they are local or international in their own. Enterprises in Kenya found that business organizational structure and culture, as well as record-keeping and financial management, significantly influence the implementation of marketing strategies in garment-making micro-enterprises. The study made clear how important successful marketing techniques are to microbusiness survival and expansion. The study also highlighted the necessity for customized marketing strategies, pointing out that many marketing concepts created in wealthy economies could not apply to microbusinesses in developing nations (Kimball et al., 2023). Due to modernization initiatives and international investment, Ethiopia's clothing industry has grown rapidly. However, issues like as fragmented supply chains, limited access to internet resources, and a lack of skilled marketing personnel are frequent (Abebe & Tadesse, 2021).

2.2 The Concept of Marketing

Entrepreneurs have begun to realize that marketing plays a significant role in the success of their businesses, particularly when it comes to promoting their goods in order to reach the company's ultimate profit target. Kotler, Keller, and Chernev (2022) define marketing as a dynamic, technology-driven process where individuals and companies create value through digital interaction and data-driven strategies that mirror contemporary consumer behavior patterns.

Kotler et al. (2023) claim that marketing is a social activity that, by promoting value creation through exchanges, enables individuals and organizations to satisfy needs and form connections in both digital and physical environments.

2.3 The concept marketing strategy

Marketing strategy, entails choices and actions about how, where, and why to compete, just like any other strategy. Businesses must develop a strategy that serves as the foundation for management decision-making based on an analysis of numerous internal and external elements if they hope to thrive and outperform their competitors. Rothaermel (2023) defines strategy as a dynamic, goal-oriented plan that aligns organizational resources with market possibilities and places an emphasis on flexibility in rapidly changing circumstances.

Alternative courses of action that allow the business to best accomplish its mission and goals can be identified by marketing strategy.

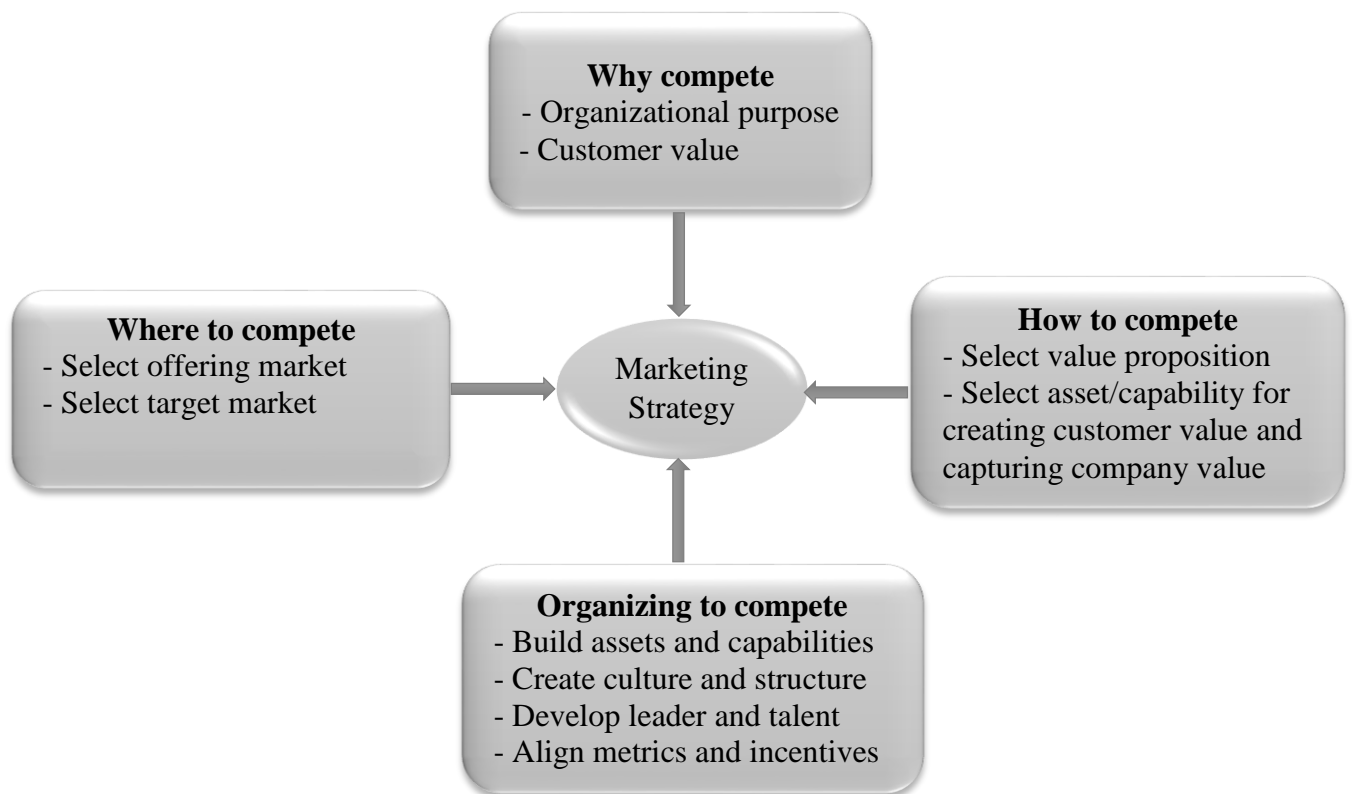


Figure 1.2 : Core Element of Marketing Strategy

2.3.1 Product Strategy

Product strategy include packaging, branding, labeling, and product attributes (quality, style, features, and design). A strong brand identity includes names, symbols, or graphics to stand out and attract customers in competitive markets (Kotler & Armstrong, 2023). Customers now have easy access to thorough product data and attribute comparisons thanks to the expansion of distribution channels brought about

by social media and e-commerce innovations (Gupta et al., 2022). To suit the demands of modern consumers, digital platforms, for instance, allow apparel SMEs to highlight sustainability features or customization (Nobre & Silva, 2021).

2.3.2 Place Strategy

Using efficient distribution networks to efficiently distribute commodities to consumers is the aim of location strategy. Omnichannel strategies—such as linking online marketplaces with physical storefronts—are highly valued in contemporary approaches to increase accessibility, particularly for SMEs (Huang & Benyoucef, 2021). Achieving a balance between distribution costs and customer reach requires cost-effective logistics, such as dropshipping and localized warehousing (Gao et al., 2023). For example, apparel manufacturers in emerging nations are increasingly turning to social commerce platforms like Instagram Shops to circumvent traditional retail barriers (Statista, 2023).

2.3.3 Promotion Strategy

A promotion strategy aims to influence demand for new items by educating consumers about their features. Consumers are educated and persuaded about the product's features through promotion, which ultimately makes them like it. A product can be introduced to the market using one of two primary promotional strategy kinds. both the push and pull methods. Word-of-mouth, advertising, sales promotion, brand management, product placement, and public relations tools are some of the tactics. The goal of this is to boost sales income (Gibson, 2017).

2.3.4 Price Strategy

Making deliberate decisions to balance profitability, demand, and value perception is known as price strategy. Dynamic pricing models based on AI and competitive analysis enable real-time modifications to market conditions (Hinterhuber et al., 2022).

2.4 The concept of Brand identity

The elements that a company creates to shape its image for consumers are included in brand identity, which is the visual and emotional expression of the brand (Budelmann et al., 2021). It is defined as a distinct set of associations that strategists work to establish or preserve, signifying the brand's core values and commitments to its intended audience (Budelmann et al., 2021). Johnson (2023) emphasizes how contemporary branding serves as a bridge between strategic vision and creative

innovation. It focuses less on merely employing weak elements like logos and more on telling a meaningful, cohesive tale that satisfies audience expectations (Johnson, 2023).

2.5 Modern Marketing Techniques

Beyond the conventional 4Ps (McCarthy, 1964), Digital and sustainability-focused tactics are part of contemporary marketing. Digital marketing strategies like social media engagement and e-commerce have become crucial for competitiveness, as 73% of consumers rely on online platforms to make purchases (Statista, 2023). Due to a lack of infrastructure and expertise, SMEs in Ethiopia find it difficult to use these tools (Abebe & Tadesse, 2023).

2.5 Factors Influencing Implementation of Marketing Strategies

Li et al., (2008); and Ngoze (2006), some elements may facilitate or hinder the use of a plan. According to Li et al., different elements will affect different kinds of strategies for different kinds of businesses.

2.5.1 Target Market Factors

A comprehensive grasp of the market is necessary for apparel manufacturing enterprises to develop tactics that attract and retain clients. When it comes to market segmentation and analysis, socioeconomic and demographic factors remain vital. Recent studies have demonstrated the close connection between these traits and the needs and purchasing patterns of customers (Kotler & Keller, 2023; Kumar et al., 2022). For instance, modern segmentation theories highlight the ways in which consumer decisions are influenced by the interaction of cultural trends, wealth levels, and sustainability preferences (Gupta & Singh, 2023).

i. Geographical Factors:

These determine when and where people make purchases. Climate, topography, natural resources, population density, market density, and subcultural values are examples of geographic factors.

ii. Psychographic Factors:

These explain why any goods will be purchased by clients based on their emotions. They consist of the customer's attitudes, interests, and opinions as well as how they spend their money. Psychographic elements are hard to define because they are based on feelings rather than facts.

iii. Purchase Behaviour:

Solomon et al. (2023) claim that customer purchasing behavior is still the foundation for developing marketing strategy. Entrepreneurs must analyze consumer preferences for payment methods, such as cash, digital wallets, or "buy now, pay later" (BNPL) services, in order to stay ahead of shifting market dynamics. Modern tactics to increase customer pleasure and loyalty are increasingly incorporating these preferences (McKinsey & Company, 2024).

2.5.2 Internal Environmental Factors

Organizational culture, Resource limitations and technological readiness are essential. Barney and Mackey (2023) expand the Resource-Based View (RBV) to the digital age, arguing that SMEs require digital platforms, agile talent, and data analytics as strategic resources to effectively implement marketing strategies.

However, the frequent lack of qualified labor and digital infrastructure in Ethiopian garment manufacturers hinders the implementation of initiatives (Girma et al., 2022). A study on SMEs in Kenya found that 68% of marketing failures are caused by insufficient resource allocation (Kimball et al., 2023).

These have a special connection to how the business is organized. Among them are:

i. Resources:

Stokes and Wendy (2008), show that the owner-manager's abilities determine how to combine the limited resources to develop marketing strategies. Financial resources, capacity, facilities, and tools/equipment for carrying out the marketing plan are among the resources. The availability of these resources and the quantity of money required to achieve the aims and objectives of the business must be taken into account by the entrepreneur.

ii. Suppliers:

The price of the suppliers, Many marketing decisions are likely to be influenced by delivery schedules, etc. For instance, the cost of the fabric, its availability, and the total cost of all the notions and accessories utilized will all affect the price the clothing manufacturer offers the client.

iii. Management Culture and Structure:

An organization's organizational culture, which encompasses the unspoken guidelines and standards that define proper conduct, is significantly impacted by the distribution of power and accountability within the organization (Robbins & Judge, 2023). Recent studies have shown that leadership and employee interactions shape culture, which is dynamic (Schein & Schein, 2022). There is still a risk from management issues, particularly the interplay between structure and culture. For example, current data suggests that 65% of business failures may be attributable to leadership and cultural mismatch, such as rigid hierarchies at variance with collaborative principles (Sull et al., 2022). This highlights the need for adaptable frameworks that take formal systems and cultural dynamics into account.

iv. Personnel:

According to Kotler and Armstrong (2020), People are in charge of carrying out marketing initiatives. Additionally, they contend that various tactics call for individuals with varying aptitudes and proficiencies. Implementing the strategies also depends on how the staff members interact with one another.

2.5.3 External Environmental Factors

Ethiopia's economic instability, inflation, and regulatory problems exacerbate marketing barriers (World Bank, 2023). Strategy alignment is further complicated by cultural preferences for regionally adapted designs and price sensitivity (Mengistu, 2021). Political upheaval in the Horn of Africa disrupts the supply chain, which affects delivery timetables (Gebremariam, 2022). Furthermore, despite pressure from global sustainability trends to embrace eco-friendly practices, Ethiopian SMEs lag behind because of economic restrictions (Tesfaye & Assefa, 2023).

i. Political Factor:

These may be brought about by economic measures or, occasionally, by the assurance that comes from good political leadership. Laws and regulatory bodies that have an impact on commercial enterprises are made by political entities. For instance, the creation of microbusinesses in Kenya and the implementation of the Women and Youth

Funds would significantly impact the number of businesses that may enter the industry, hence intensifying rivalry among existing businesses.

ii. Economic factor:

Consumers will be greatly impacted by any changes in the economy, and marketers' ability to facilitate transactions will also be impacted. For instance, individuals put off purchasing clothing when there is inflation and a recession. They cut out certain luxuries from their spending plans and prioritize quality and affordability in all of their acquisitions.

iii. Technological Factor:

People's lifestyles and standards of living are impacted by technology, which in turn affects their product preferences and how they respond to the business unit's marketing mixes. The fashion sector is marked by unpredictability due to rapid technology advancements, making it challenging to predict opportunities that may be strategically taken advantage of.

2.5.4 Digital Change in Developing Economies

The rise of social commerce in Africa, driven by platforms such as Facebook and Instagram, offers opportunities for market penetration (GSMA, 2023). As opposed to Bangladeshi clothing SMEs, who increased exports by 18% using Instagram marketing. The potential of mobile payments, such as Telebirr, for consumer engagement remains unexplored in Ethiopia (NBE, 2023).

2.6 Companies Facing brand and social media Challenges

Table 1: Companies Facing brand and social media Challenges

Company	Authors	Challenges	solution	Result
Indonesian upcycling brand Kawan	Hanadhyas & Nuri Wulandari, 2021	Low brand recognition is an issue for the Indonesian upcycling brand Kawan	The answer is PESTEL analysis and the 4P marketing mix	Improved brand recognition is the outcome
Gypsum Erdemann Limited (Kenya)	Luo Jia, 2017	Low market penetration as a result of poor marketing is the challenge	Equity-based partnerships and franchising	Improved financial performance is the outcome
Bangladesh's garment SMEs	Amin & Hossain, 2014	Outdated branding and marketing strategies	Digital branding and ICT usage are the answer	Sales growth and increased competition are the outcomes
Microbusinesses in Kenya's Nakuru	Kinuthia, 2010	Limited adoption of e-marketing	Integration with social media	Sales increased as a result, however e-marketing adoption stayed low

Table 2: Summary of literature review

No.	Title	Author	Objective	Model/Tools	finding
1	<i>Factors Affecting Marketing Strategy, Market Size, Technology, and End Users on Market Segmentation and Competitive Space</i>	Febriyani Putri Antika	To ascertain the impact or correlation between endogenous variables (competitive space and market segmentation) and exogenous variables (marketing strategy, market size, technology, and end users).	Model Used The study utilizes a literature review methodology, examining scientific theories and articles from reputable journals within the scope of marketing management.	The main findings or conclusions show that the endogenous variables (market segmentation and competitive space) and the exogenous variables (marketing strategy, market size, technology, and end users) have important relationships and influences.
2	<i>FACTORS AFFECTING MARKETING STRATEGIES ON PERFORMANCE OF FOREIGN OWNED MANUFACTURING FIRMS IN KENYA: A CASE STUDY OF ERDEMANN GYPSUM LIMITED.</i>	LUO JIA	To determine the variables influencing marketing tactics and the performance of foreign-owned manufacturing companies in Kenya, utilizing Erdemann Gypsum Limited as a case study.	Erdemann Gypsum Limited uses franchising mode Of international marketing strategy to venture into business.	Erdemann Gypsum Limited improves market performance through joint ventures and franchising, focusing on equity-based marketing in Kenyan foreign-owned businesses, and emphasizes the impact of financial performance on marketing performance.
3	<i>AN INVESTIGATION OF THE MARKETING STRATEGIES AND FACTORS INFLUENCING THEIR IMPLEMENTATION BY GARMENT-MAKING MICRO-ENTERPRISES IN NAKURU TOWN, KENYA.</i>	Lydia Nkatha Kinuthia (M. Ed.)	To discover the different marketing methods employed by micro-enterprises that make clothing in Nakuru, Kenya, as well as the elements that affect how they are implemented.	Ex-post facto research methodology was employed in this study. Since the independent variables (factors) were pre-existing, this design was deemed suitable.	Identified eight marketing strategies, such as branding, price, and e-marketing. Despite their promise, SMEs are found to underuse digital tools.

4	<i>Expanding Apparel and Textile Market through effective Marketing Strategies: A case study of Bangladesh</i>	Md. Khaled Amin	To create and implement efficient marketing plans for Bangladesh's garment sector, with an emphasis on small and medium-sized businesses (SMEs).	The study employs a case study model to collect qualitative data, including field observations and in-depth interviews with key personnel from the Opex and Sinha textile groups.	Highlighted how communication, relationship management, and ICT can help clothing SMEs become more competitive.
5	<i>Marketing Strategy: Pricing strategies and its influence on consumer purchasing decision</i>	Bayad Jamal Ali , Govand Anwar	To examine pricing strategies as a determining factor in influencing consumer behavior.	The study employs a descriptive research approach and a quantitative research model. A questionnaire modified from scholarly sources was used to collect data, and a random sampling technique was used to choose 162 participants.	The study reveals that penetration pricing, price skimming, marketing sharing websites, blogs, and competitive pricing significantly improve consumer behavior at 5%, with autocorrelation and joint statistical significance in the models.
6	<i>Social media marketing strategy: definition, conceptualization, taxonomy, validation, and future agenda</i>	Fangfang Li & Jorma Larimo1 & Leonidas C. Leonidou	To identify, construct, and validate social media marketing strategies (SMMSs), as well as to recommend future research directions and offer a taxonomy for these strategies.	The study develops and categorizes social media marketing strategies using a conceptual model. Information from previous empirical research, in-depth interviews with social media marketing managers, and a quantitative survey of social media marketing managers are used to validate this model.	A definition and conceptualization of Social Media Marketing Systems (SMMS) were developed, categorized into four groups: social CRM, social content, social monitoring, and social commerce strategies, and validated for their strategic maturity levels and organizational competencies.

2.6 Literature gap

Different related literatures were reviewed to get insights and analyze the gaps. According to the research conducted in the Kananus garment factory, the key factors that affect the implementation of marketing strategies are identified by referring to the following literature.

Previous research ignores the particular difficulties faced by African SMEs in favor of concentrating on multinational corporations or Asian environments. In terms of methodology, previous research has relied on qualitative case studies; this study bridges the gap by quantifying factor influences using regression analysis and quantitative surveys.

A few studies attempted to address this problem. But they have some gaps, like the Methodological gap; the way they use/take the factors and independent and dependent variables. In this study, data were collected in open-ended interviews, but we are considering using closed-ended questionnaires. Fail to integrate both internal (e.g., digital underutilization, weak branding) and external factors.

Lastly, a review study was carried out in relatively large well well-established companies with a capital base that could enable them to invest in promotional activities. The current study sought to assess the situation in small informal garment industries.

Table 3: summary Literature gap

No.	Title	Author	Objectives	Model/tools	Finding	Literature gap
1	<i>Implementating Of Marketing Strategies to Increasing Sales Volume</i>	Andi Haslindah , Aminuddin Hamdat , Mora , Hafidz Hanafiah	To identify and understand the use of marketing strategies in manufacturing companies. Organizations.	The study utilized the SWOT analysis model to	The IFAS and EFAS assessments indicate that a company's strategy focuses on retaining competencies and capitalizing on current opportunities through product development and market penetration.	Methodological gap: This study does not consider any variable and does not classify it. The study focuses on the implementation of a marketing strategy.

2	An examination of the marketing tactics and variables influencing their application in Kenyan garment manufacturing.	Lydia Nkatha (M. Ed.) Cathrine Chirimuta,	To gain knowledge of the many marketing techniques employed by microbusinesses that produce clothes	An ex-post facto research design was used in this investigation.	E-marketing was the least popular of the eight marketing strategies identified by the study: interactive marketing, e-marketing, product quality, branding, customer focus, market penetration, product differentiation, and price.	Methodological Gap: The sample technique they use like the target population number of samples. The way they use/take the factors and independent and dependent variables is also another gap.
3	Small-to-medium-sized businesses in Zimbabwe's formal apparel sector face marketing obstacles.	Lucia Sithole, and Musaemura Jabulani Sithole	The study investigates how small-to-medium-sized businesses (SMEs) in Zimbabwe's apparel industry compete with major formal clothes manufacturers and the marketing obstacles they confront.	The study used a post-positivist research methodology, combining open-ended interviews	It was discovered that SMEs face greater challenges than large firms with regard to branding, digital adoption, and resource constraints.	Fail to integrate both internal (e.g., digital underutilization, weak branding) and external factors. In this study, data were collected in open-ended interviews, but we are considering using closed-ended questionnaires.
4	Marketing Strategy Implementation: An Analysis of an Indonesian Online Upcycling Fashion Brand	Anindita Hanadhyas; Nuri Wulandari	To determine the marketing plan for Kawan, an upcycling apparel brand in Indonesia, and to look at the internal and external elements influencing sales and brand awareness.	Both qualitative and quantitative approaches are used in the study;	Illustrated how both internal (such as corporate culture) and external (such as economic trends) factors affect a strategy's performance.	The study need for more on implementation of marketing strategy. Only focus on upcycling fashion brand. Does not consider the not well-branded factories.

Theoretical Framework

This theoretical framework incorporates theories on how internal and external environmental factors impact strategy implementation, and it is based on the 4Ps Marketing Mix model (McCarthy, 1964). A preliminary study is done to confirm the existence of the issue outlined in our framework and to identify implementation challenges for marketing strategies. Verify the issue by locating execution gaps in the strategy (e.g., digital, branding inconsistency). Provide baseline information for our conceptual framework, such as emphasizing the external and internal factors and the 4Ps.

The four Ps of marketing mix

The fundamental framework for examining marketing strategies is Product, Price, Place, and Promotion, which highlights how these components work together to satisfy customer needs (McCarthy, 1964; Kotler & Armstrong, 2020).

Internal Factors

Organizational Structure and Culture: The way a strategy is executed is greatly impacted by management culture, resource allocation, and employee competencies (Thomson, 2002; Kimball et al., 2023).

Digital marketing and branding: Market presence is hampered by underutilized digital tools and poor branding (Kotler & Keller, 2009; Budelmann et al., 2010).

External factors

Economic and Political Factors: Market volatility, regulations, and inflation all affect how flexible a strategy is (Stokes & Wendy, 2008; Yared, 2010).

2.7 Conceptual framework

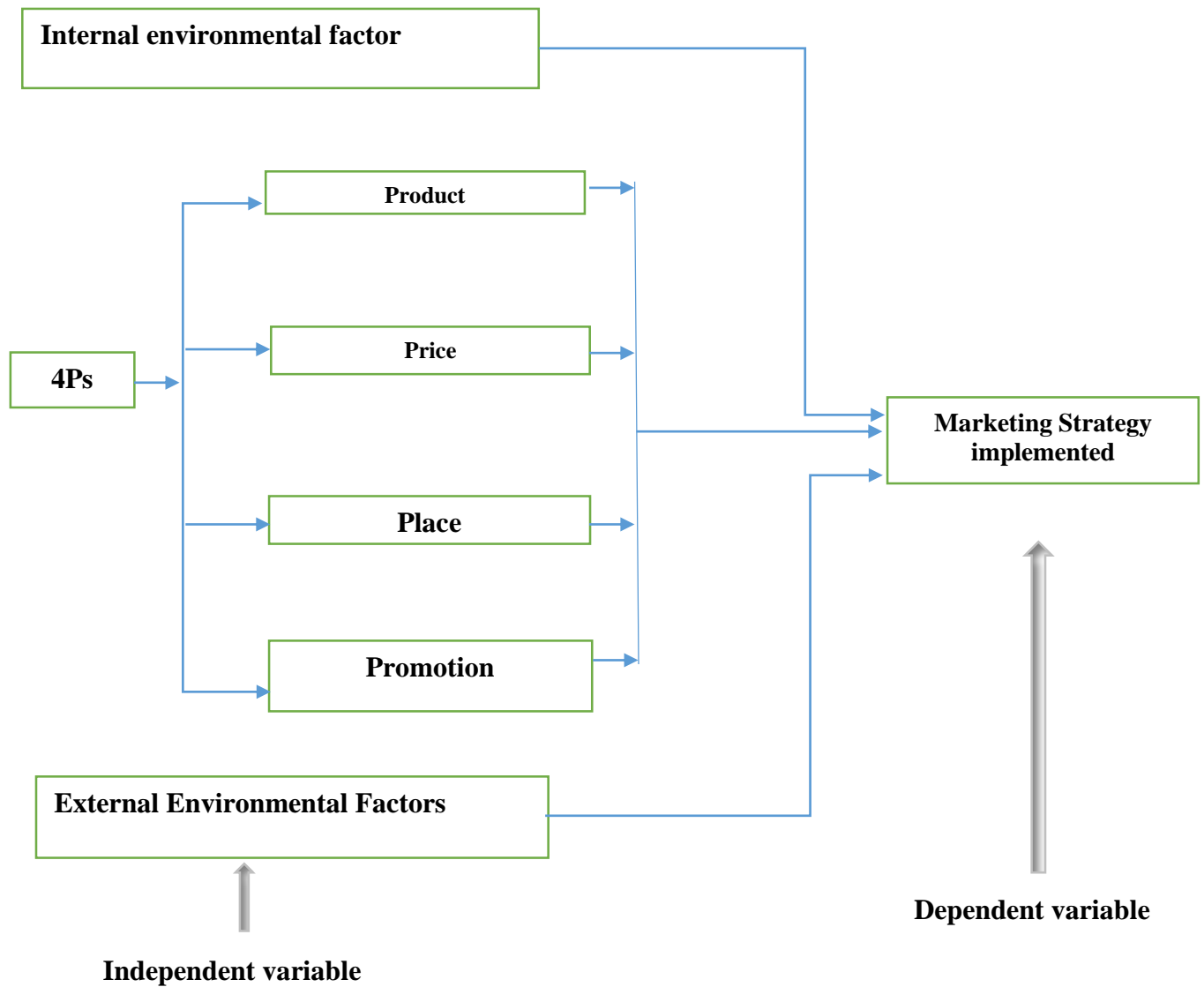


Figure 1.3 Conceptual framework

Adopted from McCarthy, (1964) 4Ps of Marketing Mix and the framework of supply chain excellence SC 2020. Source: Kotler, 2013 & Kumar, 2005 and Researcher, 2008

Based on that model, a number of hypotheses used in this research can be described as follows.

Hypothesis 1: Internal factors has positive significant effect on marketing strategy in kanenus garment factories.

Hypothesis 2: External factors has positive significant effect on implemented marketing strategy in kanenus garment factories.

Hypothesis 3: Product has positive significant effect on implemented marketing strategy in kanenus garment factories.

Hypothesis 4: Price has positive significant effect on implemented marketing strategy in kanenus garment factories.

Hypothesis 5: Place has positive significant effect on implemented marketing strategy in kanenus garment factories.

Hypothesis 6: promotion has positive significant effect on implemented marketing strategy in kanenus garment factories.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section outlines the methodologies used in this study, including the selection of specific research designs, data types and sources, research approaches, instruments and methods for gathering data, sampling and sampling techniques, and data analysis techniques, along with a suitable rationale for each approach.

3.2 Research Design, Approach

3.2.1 Research Design

Study design increases the likelihood of acquiring information that may be related to the actual situation by assisting the researcher in planning and carrying out the study in a way that will help the researcher achieve the desired outcomes.

Descriptive research is used in this study. Create a design that answers the researcher's questions. One of the primary research designs that uses SPSS 2024 software to see and assess the correlation and regression between variables is the correlational and regression analysis design.

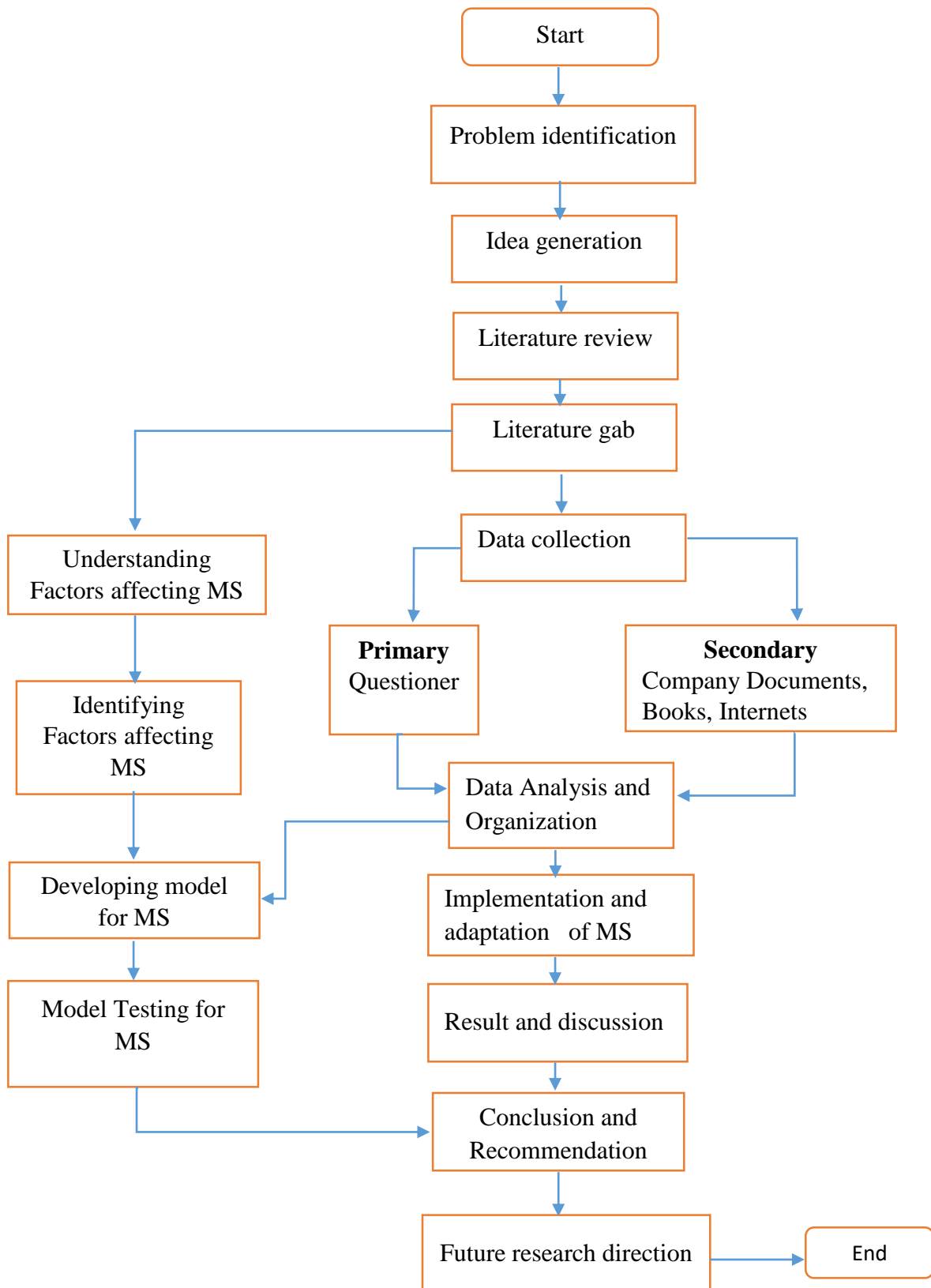


Figure 3: Research design tree

3.2.2 Research approach

The methods that are commonly implemented in research are quantitative and qualitative.

According to Creswell (2005), quantitative research is a type of educational research in which the researcher decides what to study, asks specific, narrow questions, collects numeric (numbered) data from participants, analyzes these numbers using statistics, and conducting the inquiry in an unbiased, objective manner. Therefore, in terms of methods, this research employed both qualitative and quantitative methods while conducting the study.

3.3 Measurement of Variables

Frankel & Wallen (2006) describe a variable as a condition or characteristic that a researcher can observe, manipulate, or control. This study had the following observable variables:

3.3.1 Dependent variable

The Marketing Strategy implemented formed the dependent variable for the study.

3.3.2 Independent variables

The independent variables for this study were drawn from the operative model illustrated in the conceptual framework in Figure 1.3.

3.4 Method of data collection

The researcher used primary and secondary data for the entire analysis of this study. The information was gathered through a questionnaire from the selected sample of respondents/ employees of the Kanenus garment factory and data gathered from company documents.

The main data collected from the respondents through interviews and questionnaires was used as primary data. According to Biggam (2008), primary data is the information that the researcher finds out by him/herself regarding a specific topic.

3.5 Data collection technique and instruments

They collected the original data. Especially through the use of survey questions. The sampled respondents were given the questionnaire by the researcher. A closed-ended

questionnaire was employed as the measuring tool in this study's quantitative technique. It is possible to administer the closed-ended surveys. Since they are less expensive and time-consuming than other measuring tools, they can be used to groups of people at once. "Strongly disagree," "disagree," "neutral," "agree," and "strongly agree" were among the responses available on the Likert-type scale approach.

3.6 Sampling and Sampling Techniques

3.6.1 Target Population

According to Hair et al. (2019), A target population, is a particular group of people or objects for which observations or inquiries can be made in order to supply the required data structures and information. Therefore, managers and workers at the Kanenus clothing plant are the study's target groups.

3.6.2 Sample Size

Each department's managers and staff were included in the sample, which was chosen using the basic random sampling method, a descriptive study design, and the sample size calculation formula: -

$$n = \frac{N}{1+N(e)^2}$$
$$n = \frac{180}{1+180(0.1)^2} = 64$$

Source: Cochran, W. G. (1977). *Sampling techniques* (3rd Ed.)

Where:

n= Sample size

N= population size =180

e = Acceptance margin error = 10%

A 10% margin of error was probably selected to strike a balance between practical utility (identifying broad characteristics affecting marketing tactics) and feasibility (limited population size of 180 employees).

3.7 Reliability

Cronbach's alpha is used in this study to assess the instrument's reliability. Reliability measurement guarantees internal consistency and helps determine whether the measurements are error-free.

3.8 Data Analysis

3.8.1 Method of data analysis

The data that was gathered was analyzed using a quantitative approach. The data gathered through surveys is analyzed using a descriptive-analytical approach with the help of SPSS software. Both descriptive (frequency distribution, mean, and standard deviation) and inferential (correlation and linear regression analysis) statistics were used to analyze the data to highlight the current, pertinent issues of "factors influencing the implementation of marketing strategies."

In order to facilitate interpretation, raw data were grouped and arranged meaningfully using frequencies and percentages. The statistical impact of the independent factors on the dependent variable was ascertained by regression analysis.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter deals with presentations, discussions, and interpretations of the data collected through the questionnaire and interview. The discussion particularly focuses on the respondent's profile, Factors affecting the implemented marketing strategy, and IMS. Thus, based on the responses obtained from the respondents, data presentation and analysis were made as follows.

4.2 Respondents Rate

In this study, a total of 64 questionnaires were distributed to be filled out, and 64 questionnaires were properly filled. The purpose of the study is to examine factors affecting the implementation of marketing strategies in the case of Kanenus Garment Factory.

4.3 Reliability of Results

To measure the internal consistency and reliability of the obtained results, this study adopted the Cronbach's alpha method. This is a method developed by Lee Cronbach in 1951 to determine the internal consistency or average of correlations of items in a study in order to gauge their reliability.

Deville's (2017) proposed a guideline use to find out the satisfactory level of reliability for a measuring instrument when there is a sample selection representing an entire population. Going by his proposed guideline, in finding out the reliability of a measuring the level of reliability can be deduced based on the following; (a) above 0.90 is considered as strongly reliable, (b) between 0.80 and 0.90 is considered as highly acceptable, (c) between 0.70 and 0.80 is considered as acceptable, (d) between 0.65 and 0.70 is considered as minimally acceptable, (e) between 0.60 and 0.65 is considered as undesirable, and (f) below 0.60 is considered as unacceptable.

The reliability of factors influencing the implementation of marketing strategy is listed below

Cronbach's Alpha	N of Items
.913	6

Internal factor reliability statistics

Cronbach's Alpha	N of Items
.968	6

External factor reliability statistics

Cronbach's Alpha	N of Items
.871	6

Product reliability statistics

Cronbach's Alpha	N of Items
.915	6

Source: Survey result SPSS (2025)

Place reliability statistics

Cronbach's Alpha	N of Items
.900	6

Price reliability statistics

Cronbach's Alpha	N of Items
.925	6

Promotion reliability statistics

4.4 Frequency analysis of the respondents Profile

The demographic profile of the sample respondents is presented and analyzed below. The purpose of assessing respondents' age, sex, is that, to determine whether the researcher considered heterogeneity of sample units. On the other hand assessing the work experience and education level of the respondents' is that, when the respondents are more experienced and educated they have better opportunity to understand the case and give better response than else.

Table 4 Gender Frequency

No	Sex	Frequency	Percent
1	Male	19	29.7
2	Female	45	70.3
	Total	64	100.0

Source: Survey result SPSS (2025)

Gender frequency of the respondents shows that 29.7% of the respondents were male, while 70.3% were female respondents. Which implies that the number of female is higher than the number of male.

The table below shows that, the researcher divided the age of the respondents in to four categories, starting from 21- 25 years of age to above 35. In this study, the researcher can conclude that most of the respondents were 26-30 ages. This group covers 42.2% of the respondents to the questionnaire.

Table 5: Respondents' frequency distribution of age

No	Age	Frequency	Percent
1	21-25	25	39.1
2	26- 30	27	42.2
3	31-35	9	14.1
4	>35	3	4.7
	Total	64	100.0

Source: Survey result SPSS (2025)

The next age group with valid percent of 39.1 is respondents gain aging between 21-25. On the other hand, respondents within age group of 31-35 is 14.1% .In addition, above 35 age groups represent 4.7% of respondents.

The table below clearly shows the frequency distribution of respondents work experience, the largest of the respondents 51.6 % (33) have more than 4 years of work experience. In the same case, 25.0% (16) of respondents have 2- 4 years of work experience and 17.2% (11) respondents represents having 1- 2years of experience and 6.3 % (4) respondent is below 1. This implies that in total more than 76.6% of the respondents have more than 2years of work experience with in the case company and it is sufficient to judge and give views. This is because when the respondents are more and more experienced within the organization they have better opportunity to know more and more about the organization.

Table 6: Respondents' frequency distribution of Experience

No	Work Experience	Frequency	Percent
1	<1 years	4	6.3
2	1 - 2 years	11	17.2
3	2 - 4 years	16	25.0
4	> 4years	33	51.6
	Total	64	100.0

Source: Survey result SPSS (2025)

The table above shows the frequency distribution of respondent's role in the company,

No	Role	Frequency	Percent
1	Management	4	6.3
2	Supervisor	6	9.4
3	Employee	54	84.4
	Total	64	100.0

from those respondents 85.9% (55) are Employee and 9.4 % (6) are supervisor and 4.7 are in management.

Source: Survey result SPSS (2025)

4.5 Descriptive data (mean and Std. Deviation)

This section provides a descriptive analysis of the study on respondents' perceptions of the independent factors (internal factors, external factors, 4Ps marketing mix (product, price, place, promotion) and the dependent variable (implemented marketing strategy). For each, the mean and standard deviation were calculated.

The standard deviation indicates how far the values depart from the mean, which is the average value. According to Akmaliah (2014), as reported by Muhumed and Ssekajugo (2015), a mean score of 3.80 or above indicates a high degree of agreement, those between 3.40 and 3.79 indicate a moderate level of agreement, and a mean score of 3.39 or less indicates a low level of agreement.

4.5.1 Internal Factors

For the analysis of internal factors, 12 questions were asked. A five-point Likert scale was used with strongly disagree, disagree, neutral, agree, and strongly agree being equal to 1, 2, 3, 4, and 5, respectively.

Table 7: Descriptive data on internal factors

Internal Factors	Mean	Std. Deviation
We fail to leverage social media platforms effectively for marketing.	4.17	.846
Digital tools (e.g., analytics software) are underutilized.	4.22	.766
Staff lack training to implement digital marketing strategies.	4.16	.877

Budget allocation for marketing is inadequate.	4.23	.792
Marketing strategies clash with company goals.	4.19	.794
Internal communication hinders marketing execution.	4.16	.821
Overall mean	4.19	

Source: Survey result SPSS (2025)

The overall mean for the Internal Factors was found to be 4.19 which indicate that there is a high level of agreement with the respondents with regard to its influence on marketing strategy.

4.5.2 External factors

Table 8: Descriptive data on external factors

	Mean	Std. Deviation
Economic instability has no impact on our marketing plans.	2.42	1.020
Fluctuating raw material costs affect pricing.	2.62	1.015
Cultural trends strongly influence customer preferences.	2.42	1.020
Government regulations simplify marketing operations.	2.62	1.015
Competitor strategies limit our market reach.	2.42	1.020
Seasonal demand fluctuations impact marketing efforts.	2.62	1.015
Overall mean	2.52	

The overall mean for the External factors was found to be 2.52 which indicate that there is a low level of agreement with the respondents with regard to its influence on marketing strategy.

4.5.3 Product Component

Table 9: Descriptive data of Product component

	Mean	Std. Deviation
Product quality falls short of customer expectations.	4.25	.816

Product designs are outdated compared to market trends.	4.08	.965
Packaging is unappealing or impractical.	4.13	.984
Product variety lack diversity for customer needs.	4.02	1.046
Brand labels diminish product visibility.	4.00	.836
Products become obsolete without update.	3.50	1.069
Overall mean	3.99	

Source: Survey result SPSS (2025)

The overall mean for the Product Component was found to be 3.99 which indicate that there is a high level of agreement with the respondents with regard to its influence on marketing strategy.

4.5.4. Pricing component

Table 10: Descriptive data of pricing component

	Mean	Std. Deviation
Pricing strategies are uncompetitive.	4.31	.732
Discounts/offers are poorly timed.	4.22	.766
Price adjustments ignore market changes.	4.19	.814
Customers perceive our pricing as unfair.	4.23	.771
Premium pricing misrepresents product quality.	4.25	.756
Payment methods have no bearing on purchasing decisions.	3.89	.737
	4.18	

Source: Survey result SPSS (2025)

The overall mean for the Pricing component was found to be 4.18 which indicate that there is a high level of agreement with the respondents with regard to its influence on marketing strategy.

4.5.5 Place component

Table 11: Descriptive analysis of place component

	Mean	Std. Deviation
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Distribution channels (e.g., online/offline) are dysfunctional	4.28	.786
Inventory management leads to stockouts.	4.28	.786
Geographic reach misses target markets.	4.28	.744
Logistics partners ensure timely delivery.	4.25	.755
Retail partnerships enhance market penetration.	4.18	.709
The factory location facilitates supply chain efficiency.	4.07	.697
Overall mean	4.22	

Source: Survey result SPSS (2025)

The overall mean for the Place component was found to be 4.22 which indicate that there is a high level of agreement with the respondents with regard to its influence on marketing strategy.

4.5.6 Promotion Component

Table 12: Descriptive analysis of promotion component

	Mean	Std. Deviation
Advertising campaigns miscommunicate benefits.	4.23	.849
Social media engagement fails to increase brand awareness.	4.20	.857
Sales promotions (e.g., discounts) drive purchases.	4.23	.791
Public relations activities improve brand image.	4.07	.878
Influencer partnerships expand customer reach.	4.20	.716
Promotional content is tailored to regional preferences.	4.00	.666
Overall mean	4.16	

Source: Survey result SPSS (2025)

The overall mean for the Promotion Component was found to be 4.16 which indicate that there is a high level of agreement with the respondents with regard to its influence on marketing strategy.

4.5.6 Implemented marketing strategy

Table 13: Descriptive analysis of Implemented marketing strategy

	Mean	Std. Deviation
Implemented marketing strategy to determine our sales volumes	3.98	1.105
Implemented marketing strategy, Determines The number of walk-in clients	4.18	.753
The factory’s market share has grown in the local/regional market.	3.98	1.105
The retention rate of our clients is determined by implemented marketing strategy	4.18	.753
Implemented marketing strategy. Determines our profit margin	3.98	1.105
Overall mean	4.06	

Source: Survey result SPSS (2025)

The overall mean for the implemented marketing strategy was found to be 4.06 which indicate that there is a high level of agreement with the respondents with regard to its influence on marketing strategy.

4.6 Descriptive Statistical Analysis

Strongly disagree, disagree, neutral, agree, and strongly agree were the five options on the Likert scale.

4.6.1 Internal Factors

The results of the evaluation of internal factors using a five-point Likert scale—strongly disagree, disagree, neutral, agree, and highly agree—are shown below.

Table 14: Descriptive statistical Analysis of internal factors

Statement		Frequency	Percent
We fail to leverage social media platforms effectively for marketing.	disagree	3	4.7
	neutral	9	14.1
	agree	26	40.6
	strongly agree	26	40.6
	Total	64	100
	disagree	1	1.6
	neutral	10	15.6

Digital tools (e.g., analytics software) are underutilized.	agree	27	42.2
	strongly agree	26	40.6
	Total	64	100
Staff lack training to implement digital marketing strategies.	disagree	5	7.8
	neutral	5	7.8
	agree	29	45.3
	strongly agree	25	39.1
	Total	64	100
Budget allocation for marketing is inadequate.	disagree	3	4.7
	neutral	5	7.8
	agree	30	46.9
	strongly agree	26	40.6
	Total	64	100
Marketing strategies clash with company goals.	disagree	1	1.6
	neutral	12	18.8
	agree	25	39.1
	strongly agree	26	40.6
	Total	64	100
Internal communication hinders marketing execution.	disagree	2	3.1
	neutral	11	17.2
	agree	26	40.6
	strongly agree	25	39.1
	Total	64	100

Source: Survey result SPSS (2025)

4.6.2 External Factors

Table 15: Descriptive statistical Analysis of external factors

Statement		Frequency	Percent
Economic instability has no impact on our marketing plans.	strongly disagree	12	18.8
	disagree	26	40.6
	neutral	13	20.3
	agree	13	20.3
	Total	64	100
Fluctuating raw material costs affect pricing.	strongly disagree	12	18.8
	disagree	13	20.3
	neutral	26	40.6
	agree	13	20.3
	Total	64	100

Cultural trends strongly influence customer preferences.	strongly disagree	12	18.8
	disagree	26	40.6
	neutral	13	20.3
	agree	13	20.3
	Total	64	100
Government regulations complicate marketing operations.	strongly disagree	12	18.8
	disagree	13	20.3
	neutral	26	40.6
	agree	13	20.3
	Total	64	100
Competitor strategies limit our market reach.	strongly disagree	12	18.8
	disagree	26	40.6
	neutral	13	20.3
	agree	13	20.3
	Total	64	100
Seasonal demand fluctuations impact marketing efforts.	strongly disagree	12	18.8
	disagree	13	20.3
	neutral	26	40.6
	agree	13	20.3
	Total	64	100

Source: Survey result SPSS (2025)

4.6.3 Product component

Which evaluated by five-point Likert scale

Table 16: Descriptive statistical Analysis of product

Statement		Frequency	Percent
Product quality falls short of customer expectations.	neutral	15	23.4
	agree	18	28.1
	strongly agree	31	48.4
	Total	64	100
Product designs are outdated compared to market trends.	disagree	5	7.8
	neutral	12	18.8
	agree	20	31.3
	strongly agree	27	42.2
	Total	64	100

Packaging is unappealing or impractical.	disagree	7	10.9
	neutral	6	9.4
	agree	23	35.9
	strongly agree	28	43.8
Total	64	100	
Product variety lack diversity for customer needs.	disagree	9	14.1
	neutral	7	10.9
	agree	22	34.4
	strongly agree	26	40.6
Total	64	100	
Brand labels diminish product visibility.	disagree	2	3.1
	neutral	16	25
	agree	26	40.6
	strongly agree	20	31.3
Total	64	100	
Products become obsolete without update.	disagree	14	21.9
	neutral	18	28.1
	agree	18	28.1
	strongly agree	14	21.9
Total	64	100	

Source: Survey result SPSS (2025)

4.6.4 Price component

Evaluated by five-point Likert scale was used with strongly disagree, disagree, neutral, agree, and strongly agree

Table 17: Descriptive statistical Analysis of price

Statement		Frequency	Percent
Pricing strategies are uncompetitive.	neutral	10	15.6
	agree	24	37.5
	strongly agree	30	46.9
	Total	64	100
Discounts/offers are poorly timed.	neutral	13	20.3
	agree	24	37.5
	strongly agree	27	42.2
	Total	64	100

Price adjustments ignore market changes.	disagree	3	4.7
	neutral	7	10.9
	agree	29	45.3
	strongly agree	25	39.1
	Total	64	100
Customers perceive our pricing as unfair.	disagree	1	1.6
	neutral	10	15.6
	agree	26	40.6
	strongly agree	27	42.2
	Total	64	100
Premium pricing misrepresents product quality.	disagree	1	1.6
	neutral	9	14.1
	agree	27	42.2
	strongly agree	27	42.2
	Total	64	100
Payment methods have no bearing on purchasing decisions.	disagree	2	3.1
	neutral	15	23.4
	agree	35	54.7
	strongly agree	12	18.8
	Total	64	100

Source: Survey result SPSS (2025)

4.6.5 Place component

Table 18: Descriptive statistical Analysis of Place

Statement		Frequency	Percent
Distribution channels (e.g., online/offline) are dysfunctional	disagree	1	1.6
	neutral	10	15.6
	agree	23	35.9
	strongly agree	30	46.9
	Total	64	100
		Frequency	Percent
Inventory management leads to stock outs.	disagree	4	6.3
	neutral	6	9.4
	agree	24	37.5
	strongly agree	30	46.9
	Total	64	100
		Frequency	Percent
	disagree	2	3.1
	neutral	6	9.4

Geographic reach misses target markets.	agree	28	43.8
	strongly agree	28	43.8
	Total	64	100
		Frequency	Percent
Logistics partners ensure timely delivery.	disagree	3	4.7
	neutral	4	6.3
	agree	31	48.4
	strongly agree	26	40.6
	Total	64	100
		Frequency	Percent
Retail partnerships enhance market penetration.	disagree	2	3.1
	neutral	7	10.9
	agree	33	51.6
	strongly agree	22	34.4
	Total	64	100
		Frequency	Percent
The factory location facilitates supply chain efficiency.	disagree	2	3.1
	neutral	7	10.9
	agree	39	60.9
	strongly agree	16	25
	Total	64	100

Source: Survey result SPSS (2025)

4.6.6 Promotion component

Table 19: Descriptive statistical Analysis of promotion

Statement		Frequency	Percent
Advertising campaigns miscommunicate benefits.	disagree	1	1.6
	neutral	14	21.9
	agree	18	28.1
	strongly agree	31	48.4
	Total	64	100
Social media engagement fails to increase brand awareness.	disagree	2	3.1
	neutral	13	20.3
	agree	19	29.7
	strongly agree	30	46.9
	Total	64	100
Sales promotions (e.g., discounts) drive purchases.	disagree	5	7.8
	neutral	3	4.7
	agree	30	46.9
	strongly agree	26	40.6
	Total	64	100
Public relations activities improve brand image.	disagree	4	6.3
	neutral	9	14.1
	agree	27	42.2

	strongly agree	24	37.5
	Total	64	100
Influencer partnerships expand customer reach.	neutral	11	17.2
	agree	29	45.3
	strongly agree	24	37.5
	Total	64	100
Promotional content is tailored to regional preferences.	disagree	1	1.6
	neutral	11	17.2
	agree	39	60.9
	strongly agree	13	20.3
	Total	64	100

Source: Survey result SPSS (2025)

4.6.7 Implemented marketing strategy

Table 20: Descriptive statistical Analysis of implemented marketing strategy

Statement		Frequency	Percent
Implemented marketing strategy determine Our sales volumes	disagree	13	20.3
	agree	26	40.6
	strongly agree	25	39.1
	Total	64	100
Implemented marketing strategy Determines The number of walk-in clients	neutral	13	20.3
	agree	26	40.6
	strongly agree	25	39.1
	Total	64	100
The factory's market share has grown in the local/regional market.	disagree	13	20.3
	agree	26	40.6
	strongly agree	25	39.1
	Total	64	100
The retention rate of our clients determined by Implemented marketing strategy	neutral	13	20.3
	agree	26	40.6
	strongly agree	25	39.1
	Total	64	100
Implemented marketing strategy determines Our profit margin	disagree	13	20.3
	agree	26	40.6
	strongly agree	25	39.1
	Total	64	100

Source: Survey result SPSS (2025)

4.7 Correlation Analysis

The correlation analysis done between the dependent variable (implemented marketing strategy) and the independent variables (internal, external, product, price, place and promotion) was computed. The correlation coefficient for each of the variables is shown in the table below.

Table 21: Correlation analysis

	Internal factors	External factors	Product	Price	Place	Promotion	Implemented marketing strategy
Internal factors	1						
External factors	-.283*	1					
product	.561**	-.149	1				
	.023	.240					
	.336**	-.235	.176	1			
	.007	.062	.165				
place	.751**	-.136	.379**	.481**	1		
	.000	.285	.002	.000			
promotion	.853**	-.248*	.480**	.289*	.754**	1	
	.000	.048	.000	.020	.000		
Implemented marketing strategy	.815**	-.253*	.471**	.306*	.575**	.770**	1
	.000	.044	.000	.014	.000	.000	

Source: Survey result SPSS (2025)

In Correlation coefficients Strong associations defined as of 0.70 and above, while substantial associations are defined as those between 0.50 and 0.69, moderate associations as those between 0.30 and 0.49, low associations as those between 0.10 and 0.29, and negligible associations as those with 0.09 and below (Akmaliah, 2014). Considering this assumption, internal factors, external factors, Product factors, Price factors, Place factors and Promotion factors Strong associations with Implemented

marketing Strategy, having correlation coefficients of 0.85, -0.253, 0.471, 0.306, 0.575 and 0.770, respectively.

4.8 Analysis of inferential statistics

4.8.1 Test for multicollinearity

When independent variables in a regression model have a high degree of correlation with one another, this is known as multicollinearity. Because it becomes challenging to distinguish the distinct impacts of each predictor on the dependent variable, this makes regression analysis more challenging. Since multicollinearity can mask links between independent and dependent variables in multiple regression, analyzing it with SPSS aids in locating these intercorrelations (James et al., 2021).

Table 22: Test of Multicollinearity

		Coefficients	
		Collinearity Statistics	
		Tolerance	VIF
Model	Internal Factors	.211	4.740
	External factors	.857	1.167
	product	.680	1.470
	price	.716	1.397
	place	.313	3.192
	promotion	.237	4.227

Source: Survey result SPSS (2025)

When checking collinearity, the VIF, which is the Value Inflation Factor is considered. According to James et al. (2021), a VIF factor above 5 indicates multicollinearity within the independent variables. In this research, as observed in the above table, the VIF for all the independent variables included is below 5. Hence, there is no multicollinearity among the independent variables, and further analysis of correlation and multiple regressions is **possible**.

4.8.2 Regression analysis

The regression analysis shows the correlation between the dependent variable (Implemented marketing strategy) and the independent variables (internal factors, external factors, product, price, place and promotion).

The model summary for the study is depicted in the following table.

Table 23: Model summary of R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
	.839	.704	.673	2.381	.000

Source: Survey result SPSS (2025)

As seen in the above (Table 22), the overall correlation is 83.9% while R square is 0.704 which implies that 70.4% of the Implemented marketing strategy can be explained by the influence of internal factors, external factors, product, price, place and promotion variables. The rest, which is 29.6%, is influenced by other factors which are not included in this study.

ANOVA

Table 24: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	767.766	6	127.961	22.569	.000
Residual	323.172	57	5.670		
Total	1090.938	63			

Source: Survey result SPSS (2025)

To determine whether there is a significant variation, the means of the elements included in a study are compared using the ANOVA (Analysis of Variance) approach

(Kothari, 2004). It is a method for determining whether experiment results are significant. The sig, which shows if the means of the variables are significantly different, is a crucial parameter to take into account in the table above. It is seen that the significance in the ANOVA analysis is 0.000 which shows that the results are significant.

Table 25: Coefficients

From the following table inferring the coefficients value (Table 24) the previously proposed hypotheses can either be accepted or rejected.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.746	2.997		-.582	.563
Internal Factors	.655	.160	.644	4.105	.000
External Factors	.008	.047	.013	.167	.868
Product price	.006	.080	.006	.070	.945
place	.108	.095	.097	1.139	.260
promotion	-.242	.133	-.235	-1.828	.073
	.371	.149	.370	2.495	.016

Source: Survey result SPSS (2025)

4.9. Validation of hypotheses

Hypothesis 1: Internal factors have a significant positive effect on marketing strategy in kanenus garment factories.

As seen in (table 24) internal factors has significant and positive relationship with implemented marketing strategy, comprising a p-value of 0.00, which is smaller than 0.05. Hence, hypothesis 1 is accepted. The beta coefficient for product marketing strategy was 0.644 meaning that when there is one unit increase in internal factors, there will be a 23.5% increase in implemented marketing strategy.

Hypothesis 2: External factors have a significant positive effect on implemented marketing strategy in kanenus garment factories.

The value of coefficient for the External factors was found to be 0.013 with a p-value of 0.868 ($p\text{-value} > 0.05$), showing no significant relationship with the implemented marketing strategy. Hypothesis 2 is rejected. However, the relationship is positive bearing the value of coefficient in mind. According to the value of coefficient, it can be inferred that whenever there is a one unit increase in promotion marketing strategy, there will be a 1.3% increase in implemented marketing strategy.

Hypothesis 3: Product has positive significant effect on implemented marketing strategy in kanenus garment factories.

The value of coefficient was found to be 0.070 with a p-value of 0.945 which is higher than 0.05. Therefore, taking the p-value in consideration, promotion has statistically no significant effect on implemented marketing strategy. Hypothesis 3 is rejected.

Hypothesis 4: Price has positive significant effect on implemented marketing strategy in kanenus garment factories.

This study found that there is a statistically no significant relationship between price and implemented marketing strategy with a p-value of 0.260 ($p\text{-value} > 0.05$). Hypothesis 4 is rejected.

Hypothesis 5: Place has positive significant effect on implemented marketing strategy in kanenus garment factories.

This study found that there is a statistically no significant relationship between place and implemented marketing strategy with a p-value of 0.073 ($p\text{-value} > 0.05$).

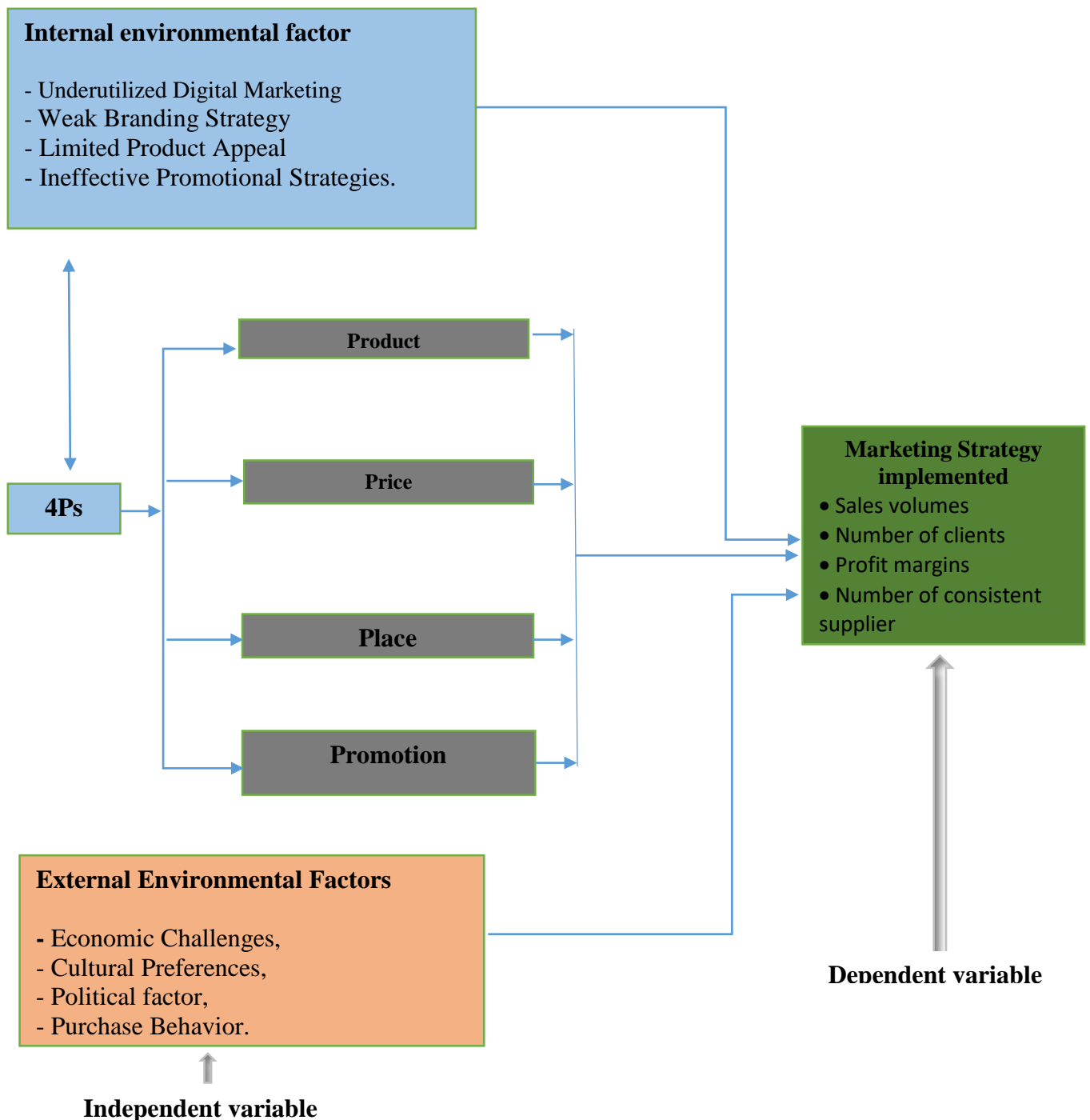
Hypothesis 6: Promotion has positive significant effect on implemented marketing strategy in kanenus garment factories.

When assessing the effect of promotion on implemented marketing strategy in kanenus garment, the value of coefficient was found to be 0.370 with a p-value of 0.016 which is less than 0.05. Hypothesis 6 is accepted. Therefore, taking the p-value in consideration, promotion has statistically significant and positive effect on the implemented marketing strategy. According to the value of coefficient, it can be inferred that whenever there is a one unit increase in promotion marketing strategy, there will be a 37% increase in implemented marketing strategy.

4.10. Proposed model for Implementation of marketing strategy

After we conducted intensive literature review the next step data collection through developing questionnaires' used to our study, then all the analyzed and interpreted using SPSS software to test our hypothesis. Consequently, based on the review and finding results we developed Implementation of marketing strategy model. There is deferent model for Implementation of marketing strategy. But our research model different other because, it is developed with the consideration of existing situation of kanenus Garment Factory.

Figure 4 Proposed model for implementation of marketing strategy



4.11 Model description

Using a conceptual model, this study investigates how Kanenus Garment Factory's implementation of marketing strategies is impacted by internal and external factors, as well as the four Ps of the marketing mix: product, price, place, and promotion. The dependent variable is the implementation of a marketing strategy, whereas the independent factors are: Product Strategy (e.g., packaging, design, and quality); Price Strategy (competitive price, payment methods, etc.); Place Strategy (e.g., distribution channels, logistics); Promotional Strategy (e.g., internet engagement, public relations, and advertising); External factors (e.g., the state of the economy, societal tendencies, and competition); and Internal factors (e.g., company culture, employee competencies, and digital capacity).

The model is tested using regression analysis, correlation, and descriptive statistics. 64 managers and employees responded to the quantitative survey, which employs a 5-point Likert scale. The findings show that internal variables and promotion greatly enhance the execution of marketing strategies, but external factors and the other 4Ps were not statistically significant.

This approach offers SMEs in Kanenus clothing a systematic means of identifying barriers to marketing execution and devising practical strategies.

The model is tested using regression analysis, correlation, and descriptive statistics. 64 managers and employees responded to the quantitative survey, which employs a 5-point Likert scale. The findings show that internal variables and promotion greatly enhance the execution of marketing strategies, but external factors and the other 4Ps were not statistically significant.

This strategy provides a methodical way to diagnose obstacles to marketing implementation and find workable tactics for SMEs in Kanenus garment.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMENDATION

5.1 Summary and Conclusion

With an emphasis on internal and external elements as well as the marketing mix (product, price, place, and promotion), this study examined the factors influencing the implementation of marketing strategy in Kanenus Garment Factory. 64 managers, supervisors, and employees were given closed-ended and open-ended questionnaires as part of a descriptive research design, which had a 100% response rate. The investigation was complemented by secondary data from corporate records.

According to descriptive statistics, there was low agreement among respondents on external factors (mean = 2.52) and high agreement regarding internal factors (mean = 4.19) and promotion tactics (mean = 4.16). Strong relationships between the dependent variable (implemented marketing strategy) and internal factors (0.815) and promotion (0.770) were found using correlation analysis. The variables under study accounted for 70.4% of the variance in the implementation of marketing strategies, according to regression analysis (R square = 0.704).

Testing of the hypotheses showed:

Promotion ($\beta = 0.370$, $p = 0.016$) and internal factors ($\beta = 0.644$, $p = 0.000$) had a significant positive impact.

Product, price, location, and external factors had no significant effects ($p > 0.05$).

The study came to the conclusion that promotion and internal issues (such as unused digital technologies and poor branding) have a significant impact on how marketing is implemented. Strengthening employee training, implementing digital marketing platforms, strengthening branding consistency, and creating culturally aware advertising campaigns were among the recommendations. The goal of these actions is to improve market competitiveness and address the dropping sales (which fell by 22.4% between 2023 and 2024).

There was no collinearity between the independent variables as proved by VIF below 5 indicating that the independent variables are not closely related with each other and regression analysis can be done.

The correlation coefficients for the independent variables were 0.85, -0.253, 0.471, 0.306, 0.575 and 0.770 for the internal, external, product, price, place and promotion, respectively association is insignificant for external, product, price, and place. Hence, H1 and H6 stating that there is significant and positive association with marketing strategy implementation and External factors (H2) product (H3), price (H4) and place (H5) were rejected whereas the significance of internal factors and promotion influence in marketing strategy implementation (H6) was accepted. Based on the review and finding results we developed Implementation of marketing strategy model.

5.2 Recommendation

1. Make investments in digital tools (such as social commerce platforms and analytics software) and teach employees how to use social media (such as Facebook Shops and Instagram) for focused advertising. Set aside money specifically for digital marketing to raise consumer involvement and brand awareness.
2. Create a contemporary, culturally relevant brand image by redesigning the company's logo and packaging. Make sure your branding is consistent across all platforms (e.g., social media layouts, business cards).
3. Staff Training: Conduct workshops on digital marketing, data-driven decision-making, and agile strategy implementation to address skill gaps.

Improve Your Marketing Techniques

4. Culturally Specific Advertising: Create marketing materials that are in line with regional cultural preferences (e.g., advertisements in Amharic or Oromo, partnerships with Ethiopian influencers). To attract environmentally sensitive customers, emphasize sustainability initiatives (such as eco-friendly products).
5. Dynamic Sales Promotions: To appeal to price-sensitive markets, use loyalty programs, time-sensitive discounts, and "Buy Now, Pay Later" (BNPL) choices. Use social media to promote seasonal campaigns and flash deals.
6. Quality Assurance: To ensure that products meet consumer expectations, strengthen quality control procedures. Utilize consumer input to improve packaging and designs.

7. Dynamic pricing models: Modify prices in response to competition pricing, inflation rates, and current market data. Provide tiers of pricing to accommodate different income levels (e.g., premium vs. budget-friendly lines).

8. Transparent Communication: To combat apparent injustice, clearly communicate the benefits of quality, durability, and ethical production methods when defending prices.

Boost Channels of Distribution

9. Omnichannel Strategy: Combine physical store partnerships with online sales (via Instagram Shops and Telegram/Telebirr payments). To guarantee on-time delivery, collaborate with regional logistics companies (such as Deliver Addis).

Framework for Implementation

Short-Term (0–6 months): Educate employees and start digital branding initiatives.

Medium-Term (6–12 months): Hold a regional trade show, develop logistical alliances, and increase product lines.

Long-Term (1+ years): Build a solid brand identity, tap into export markets,

5.3 Limitations and directions for future study

5.3.1 Limitation

Geographic Restrictions: The Kanenus Garment Factory in Asella Town, Ethiopia, was the sole subject of the study. The results might not apply to other areas or clothing manufacturers that operate in various socioeconomic and cultural contexts.

Sample Size and Scope: Although statistically sufficient, the 64-respondent sample size might not adequately represent the range of viewpoints from all departments or hierarchical levels within the factory.

Data Collection Method: The breadth of insights was constrained by the use of closed-ended questionnaires. In-depth interviews and other qualitative techniques may offer further context to support the quantitative results.

5.3.2 Direction for future study

Increased Geographic Scope: To assess regional variations in the application of marketing strategies, replicate the study across many clothing manufacturers in Ethiopia or other developing nations.

Mixed-Method Approaches: Incorporate qualitative techniques (such as focus groups and interviews) to investigate subtle obstacles to the adoption of digital marketing or branding issues.

Longitudinal Analysis: Examine how marketing tactics change over time, especially in reaction to Ethiopia's economic or technological developments.

Broader Variable Integration: Look at other elements that affect the implementation of marketing strategies, such as the resilience of the supply chain, the state of technology, or the effects of governmental regulations.

Cross-Stakeholder Perspectives: Take into account the opinions of suppliers and customers to evaluate how outside perceptions affect how well marketing plans work.

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Appendix A: Questionnaires

Wolkite University
College of Engineering and Technology
Department of Garment Engineering

This study is being carried out on the title “**Studying Factors Influencing the Implementation of Marketing Strategy in the Case of Kanenus Garment Factory**” For Partial fulfillment of the Requirements for Bachelor of Science (BSC). Any information you present will be kept confidential and will be used only for academic purposes. Your cooperation and on time response will be highly appreciated.

General Instructions

- *There is no need of writing your name*
- *Where answer options are available please tick (√) in the appropriate box.*

Contact Address

If you have any question, please contact us with the following address (Mobile: 09-62-22-41-48, 09-69-49-02-35, and 09-60-35-96-14)

Part I: Demographic Information

1. Sex

1. Male 2. Female

2. Age

1. 20 – 25 2. 25 – 30 3. 30 – 45 4. >45

3. What is your role in Kanenus Garment Factory?

1. Manager 2. Supplier 3. Employee

4. How long have you been associated with Kanenus Garment Factory?

1. Less than 1 year 3. 3-5 years
 2. 1-3 years 4. More than 5 years

Part II: Factors in Marketing Strategy Implementation questions

- Using a tick (√) mark to the appropriate choice to indicate the extent to which you agree or disagree with each statement. The five Likert Scale points denote: With strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5).

<i>A) Internal Factors</i>						
No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	We fail to leverage social media platforms effectively for marketing.					
	Digital tools (e.g., analytics software) are underutilized.					
3	Staff lack training to implement digital marketing strategies.					
4	Budget allocation for marketing is inadequate.					
5	Marketing strategies clash with company goals.					
6	Internal communication hinders marketing execution.					

B) External Factors						
No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Economic instability has no impact on our marketing plans.					
2	Fluctuating raw material costs affect pricing.					
3	Cultural trends strongly influence customer preferences.					
4	Government regulations simplify marketing operations.					
5	Competitor strategies limit our market reach.					
6	Seasonal demand fluctuations impact marketing efforts.					

C) Product component						
No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Product quality falls short of customer expectations.					
2	Product designs are outdated compared to market trends.					
3	Packaging is unappealing or impractical.					
4	Product variety lack diversity for customer needs.					
5	Brand labels diminish product visibility.					
6	Products become obsolete without update.					

D)Price component						
No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Pricing strategies are uncompetitive.					
2	Discounts/offers are poorly timed.					
3	Price adjustments ignore market changes.					
4	Customers perceive our pricing as unfair.					
5	Premium pricing misrepresents product quality.					
6	Payment methods have no bearing on purchasing decisions.					

E)Place component						
No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Distribution channels (e.g., online/offline) are dysfunctional					
2	Inventory management leads to stockouts.					
3	Geographic reach misses target markets.					
4	Logistics partners ensure timely delivery.					
5	Retail partnerships enhance market penetration.					
6	The factory location facilitates supply chain efficiency.					

F)Promotion component						
No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Advertising campaigns miscommunicate benefits.					
2	Social media engagement fails to increase brand awareness.					
3	Sales promotions (e.g., discounts) drive purchases.					
4	Public relations activities improve brand image.					
5	Influencer partnerships expand customer reach.					
6	Promotional content is tailored to regional preferences.					

G) Implemented marketing strategy						
No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	Implemented marketing strategy determine Our sales volumes					
2	Implemented marketing strategy Determines The number of walk-in clients					
3	The factory's market share has grown in the local/regional market.					
4	The retention rate of our clients determined by Implemented marketing strategy					
5	Implemented marketing strategy Our profit margin determines					

Part III: General question about the implementation of marketing strategy

1. Do you think implementing the proposed marketing strategies (digital marketing, branding improvements, and customer engagement) will increase sales and market penetration?

- Yes No

If you say No justify.

2. What marketing strategy do you think would be most effective for Kanenus Garment Factory? (Select all that apply)

1. Social media marketing 3. Physical store expansions
 2. Improving product packaging and branding 4. Promotional discounts and offers

3. What do you think are the main challenges Kanenus Garment Factory faces in implementing its marketing strategies? (Select all that apply)

1. Lack of digital marketing presence 3. Lack of skilled marketing personnel
 2. Weak branding strategy 4. Limited financial resources

4. If you have any comment you can write below

Appendix B: Questionnaire's translated to Oromic

Yuunivarsiitii Wolkite

Kolleejjii Injinariingii fi Teeknooloojii

Kutaa barnoota Garmanti Injinariingii

Qorannoon kun mata duree “Qorannoo Qabxiilee Hojiirra oolmaa Tarsiimoo Gabaa Dhiibbaa Qaban Warshaa Uffata Kanenus kessatti” jedhuun Ulaagaalee Digirii jalqabaa (BSC) Gartokkoon guutuuf. Odeeffannoon isin dhiheessitan kamiyyuu guutummaatti iccitii ta’ee kan eegamu yoo ta’u, kaayyoo barnootaa qofaaf kan oolu ta’a. Tumsaa fi deebii yeroon nuuf kennitan baayyee dinqisiifama.

Qajeelfama Waliigalaa

- Maqaa kee barreessuun hin barbaachisu
- Bakka filannoowwan deebii jiranitti maaloo saanduqa barbaachisaa ta’e irratti (√) guuti.

Teessoo Quunnamtii

Gaaffii yoo qabaattan teessoo armaan gadiitiin nu qunnamaa (Mobile: 09-62-22-41-48, 09-69-49-02-35, fi 09-60-35-96-14)

Kutaa I: Odeeffannoo Dimogiraafii

1. saala

1. Dhiira

2. Dubartii

2. Umurii

1. 20 – 25

2. 25 – 30

3. 30 – 45

4. >45

3. Warshaa Uffata Kanenus keessatti gaheen keessan maali?

1. Hogganaa

2. Dhiyeessaa

3. Hojjetaa

4. Warshaa Uffata Kanenus waliin yeroo hammamii walitti hidhamtaniittu?

1. Waggaa 1 gadi

3. Waggaa 3-5

2. Waggaa 1-3

4. Waggaa 5 ol

Kutaa II: Qabxiilee Tarsiimoo Gabaa Raawwii Gaaffilee

- Tokkoon tokkoon hima irratti hammam akka walii galtu ykn walii hin galle agarsiisuuf filannoo barbaachisaa ta’etti mallattoo (√) fayyadamuu. Qabxiileen Likert Scale shanan kan agarsiisan: Cimsee walii hin galle (1), walii hin galle (2), giddu galeessa (3), walii galuu (4), fi cimsee walii galuu (5).

A)Internal Factors (Qabxiilee Keessaa)						
No		Cimsee walii hin galu(1)	Walii hin galu(2)	Giddu galeessa(3)	Walii galuu(4)	Cimsee walii galuu(5)
1	Waltajjiwwan miidiyaa hawaasaa bu'a qabeessa ta'een gabaaf fayyadamuu dadhabna.					
2	Meeshaaleen dijitaalaa (fkn, sooftiweeri xiinxala) itti hin fayyadamne.					
3	Hojjettoonni tooftaalee gabaa dijitaalaa hojiirra oolchuuf leenjii hin qaban.					
4	Ramaddiin baajata gabaaf kennamu gahaa miti.					
5	Tarsiimoon gabaa galma dhaabbataa waliin walddhabu.					
6	Walqunnamtiin keessoo raawwii gabaa gufachiisa.					

B) External factors (Qabxiilee Alaa)						
No		Cimsee walii hin galu(1)	Walii hin galu(2)	Giddu galeessa(3)	Walii galuu(4)	Cimsee walii galuu(5)
1	Tasgabbi dhabuun dinagdee karoora gabaa keenya irratti dhiibbaa hin qabu.					
2	Baasii meeshaa jallisii jijjiiramaa jiru gatii irratti dhiibbaa qaba.					
3	Adeemsi aadaa filannoo maamiltoota irratti dhiibbaa cimaa qaba.					
4	Dambiiwwan mootummaa hojii gabaa salphisuu.					
5	Tooftaaleen dorgomtoota gabaa keenya daangessu.					
6	Jijjiiramni fedhii waqtii tattaaffii gabaa irratti dhiibbaa qaba.					

C)Product component						
No		Cimsee walii hin galu(1)	Walii hin galu(2)	Giddu galeessa(3)	Walii galuu(4)	Cimsee walii galuu(5)
1	Qulqullinni oomishaa maamiltoota irraa eegamu irraa gadi bu'a.					
2	Dizaayiniin oomishaa haala gabaa wajjin wal bira qabamee yoo ilaalamu yeroon isaa darbeera.					
3	Paakeejjin nama hin hawwatu ykn qabatamaa miti.					
4	Gosti oomishaa fedhii maamiltootaaf garaagarummaa hin qabu.					
5	Asxaan maqaa (brand labels) mul'achuu oomishaa ni hir'isa.					
6	Oomishaaleen osoo update hin godhin dulloomu.					

D)Price component						
No		Cimsee walii hin galu(1)	Walii hin galu(2)	Giddu galeessa(3)	Walii galuu(4)	Cimsee walii galuu(5)
1	Tooftaaleen gatii baasuu dorgommii kan hin qabnedha.					
2	Hir'inni/dhiyeessiin yeroon isaa gaarii hin taane.					
3	Sirreeffamni gatii jijjiirama gabaa tuffata.					
4	Maamiltoonni gatii keenya akka haqa qabeessa hin taaneetti ilaalu.					
5	Gatiin gatii olaanaa qulqullina oomishaa dogoggoraan agarsiisa.					
6	Malli kaffaltii murtii bittaa irratti dhiibbaa hin qabu.					

E) Place component						
No		Cimsee walii hin galu(1)	Walii hin galu(2)	Giddu galeessa(3)	Walii galuu(4)	Cimsee walii galuu(5)
1	Chaanaalonni raabsaa (fkn, toora interneetii/toora ala) hojii dhabaniiru					
2	Bulchiinsi inventarii gara istookiin akka hin baane taasisa.					
3	Teessumni teessuma lafaa gabaa xiyyeeffannoo argate ni darba.					
4	Michoonni loojistikii yeroon akka dhiyaatu ni taasisa.					
5	Walta'iinsi daldalaa seensa gabaa ni guddisa.					
6	Bakki warshaa kun gahumsa dhiyeessii sansalataaf haala mijeessa.					

F) Promotion component						
No		Cimsee walii hin galu(1)	Walii hin galu(2)	Giddu galeessa(3)	Walii galuu(4)	Cimsee walii galuu(5)
1	Duulli beeksisa faayidaa dogoggoraan dabarsu.					
2	Hirmaannaan miidiyaa hawaasaa hubannoo maqaa (brand awareness) guddisuu hin dandeenye.					
3	Guddinni gurgurtaa (fkn, hir'ina) bittaa ni oofa.					
4	Hojiin hariiroo hawaasaa suuraa maqaa (brand image) fooyyessa.					
5	Walta'iinsi dhiibbaa uumuu maamiltoota bira ga'uu ni babal'isa.					
6	Qabiyyeen beeksisa filannoo naannootti kan qophaa'edha.					

G) Implemented marketing strategy						
No		Cimsee walii hin galu(1)	Walii hin galu(2)	Giddu galeessa(3)	Walii galuu(4)	Cimsee walii galuu(5)
1	Tarsiimoon gabaa hojiirra oole Heddummina gurgurtaa Keenya murteessa					
2	Tooftaa gabaa hojiirra oole Lakkoofsa maamiltoota walk-in murteessa					
3	Gaheen gabaa warshichaa gabaa biyya keessaa/naannoo keessatti guddachaa dhufeera.					
4	Sadarkaan tursiisa maamiltoota keenyaa kan murtaa'u Tarsiimoo gabaa hojiirra ooleen					
5	Tarsiimoo gabaa hojiirra oole Bu'aan keenya murteessa					

Appendix C: Statistical output

Correlation

		Correlations						
		intern al	external	product	price	plac e	promotio n	imple
intern al	Pearson Correlation	1	-.283*	.561**	.336**	.751*	.853**	.815**
	Sig. (2-tailed)		.023	.000	.007	.000	.000	.000
	N	64	64	64	64	64	64	64
extern al	Pearson Correlation	-.283*	1	-.149	-.235	-.136	-.248*	-.253*
	Sig. (2-tailed)	.023		.240	.062	.285	.048	.044
	N	64	64	64	64	64	64	64
produ ct	Pearson Correlation	.561**	-.149	1	.176	.379*	.480**	.471**
	Sig. (2-tailed)	.000	.240		.165	.002	.000	.000
	N	64	64	64	64	64	64	64
price	Pearson Correlation	.336**	-.235	.176	1	.481*	.289*	.306*
	Sig. (2-tailed)	.007	.062	.165		.000	.020	.014
	N	64	64	64	64	64	64	64
place	Pearson Correlation	.751**	-.136	.379**	.481**	1	.754**	.575**
	Sig. (2-tailed)	.000	.285	.002	.000		.000	.000
	N	64	64	64	64	64	64	64
prom otion	Pearson Correlation	.853**	-.248*	.480**	.289*	.754*	1	.770**
	Sig. (2-tailed)	.000	.048	.000	.020	.000		.000
	N	64	64	64	64	64	64	64
Imple mente d M. st.	Pearson Correlation	.815**	-.253*	.471**	.306*	.575*	.770**	1
	Sig. (2-tailed)	.000	.044	.000	.014	.000	.000	
	N	64	64	64	64	64	64	64

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

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

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	internal	.211	4.740
	external	.857	1.167
	product	.680	1.470
	price	.716	1.397
	place	.313	3.192
	promotion	.237	4.227

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	promotion, external, price, product, place, internal	.	Enter
a. Dependent Variable: implemented marketing strategy			
b. All requested variables entered.			

Regression

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.704	.673	2.381
a. Predictors: (Constant), promotion, external, price, product, place, internal				
b. Dependent Variable: implemented marketing strategy				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	767.766	6	127.961	22.569	.000 ^b
	Residual	323.172	57	5.670		
	Total	1090.938	63			
a. Dependent Variable: implemented marketing strategy						
b. Predictors: (Constant), promotion, external, price, product, place, internal						

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.746	2.997		-.582	.563		
	internal	.655	.160	.644	4.105	.000	.211	4.740
	external	.008	.047	.013	.167	.868	.857	1.167
	product	.006	.080	.006	.070	.945	.680	1.470
	price	.108	.095	.097	1.139	.260	.716	1.397
	place	-.242	.133	-.235	-1.828	.073	.313	3.192
	promotion	.371	.149	.370	2.495	.016	.237	4.227

a. Dependent Variable: implemented marketing strategy

Collinearity Diagnostics ^a										
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions						
				(Constant)	internal	external	product	price	place	promotion
1	1	6.800	1.000	.00	.00	.00	.00	.00	.00	.00
	2	.138	7.031	.00	.00	.65	.00	.00	.00	.00
	3	.025	16.479	.02	.00	.02	.45	.25	.01	.00
	4	.020	18.476	.04	.03	.04	.33	.14	.06	.07
	5	.009	27.979	.68	.00	.12	.14	.20	.15	.03
	6	.005	36.998	.25	.14	.16	.02	.39	.78	.15
	7	.004	43.239	.01	.83	.00	.05	.02	.00	.75

a. Dependent Variable: implemented marketing strategy

APPENDIX D: Annual sales decline

Annual sales decline

$$\text{Sales decline(\%)} = \frac{\text{sales in 2023} - \text{sales in 2024}}{\text{sales in 2023}} \times 100$$

2023 sales: ETB 5.57million

2024 sales: ETB 4.32million

$$\begin{aligned}\text{Sales decline(\%)} &= \frac{5.57 - 4.32}{5.57} \times 100 \\ &= 22.4\%\end{aligned}$$

APPENDEX E: New logo Implemented

Before



After



APPENDEX F: Marketing Campaigns(for social media and Banner)

KANENUS GARMENT

Introducing Our Most Anticipated Collection Yet

Step Into the New Season with Timeless Pieces from KANENUS.

09-22-47-17-78

Instagram, Facebook, Twitter, and LinkedIn icons for KANENUS GARMENT.

KANENUS GARMENT

Inspired by You, Crafted with Care

Discover Why KANENUS Is the Choice for Fashion-Forward Minds

READ MORE

09-22-47-17-78

Instagram, Facebook, Twitter, and LinkedIn icons for KANENUS GARMENT.

KANENUS GARMENT

Why Pay More for Style?

Get Premium Looks at Unmatched Prices During the KANENUS Mega Sale!

READ MORE

09-22-47-17-78

Instagram, Facebook, Twitter, and LinkedIn icons for KANENUS GARMENT.

KANENUS GARMENT

Your Favorite Fashion Pieces Just Got More Affordable

Shop the Exclusive KANENUS Sale Before It's Gone!

READ MORE

09-22-47-17-78

Instagram, Facebook, Twitter, and LinkedIn icons for KANENUS GARMENT.

KANENUS GARMENT

FROM CLASSIC CUTS TO MODERN DESIGNS

The New KANENUS Collection Has Arrived to Redefine Your Wardrobe

09-22-47-17-78

Instagram, Facebook, Twitter, and LinkedIn icons for KANENUS GARMENT.

KANENUS GARMENT

09-22-47-17-78

Step Into Style Without Breaking the Bank – Discover Unbeatable Deals at KANENUS Garments This Week Only!

APPENDEX G: Logo file



Flypaper and Mockups

Comfortable clothes that keep you CONFIDENT.



KANENUS GARMENT

Who says you can't have it all? With KANENUS Garment, you get comfort, quality, and clean design in one. Our clothes are made for movement, for long days, and for people who care about both style and substance.

WWW.KANENUS-GARMENT.COM **09-22-47-17-78**

KANENUS GARMENT



HANDCRAFTED GARMENTS WITH CARE AND PURPOSE.

At KANENUS, we don't just make clothes — we create stories. Our skilled tailors work with precision and heart, ensuring each stitch reflects quality and passion. Come discover garments that are made to be part of your life journey.

@kanenus.garment

KANENUS GARMENT



LOCALLY PRODUCED, GLOBALLY INSPIRED.

IN THIS WEEK

MORE INFO

Proudly made in Ethiopia, our garments are more than just clothing — they are a celebration of identity and excellence. KANENUS blends modern design with cultural elegance to create outfits that you'll wear with pride.

09-22-47-17-78

@ kanenus.garment f kanenus.garment t kanenus.garment



QUALITY CLOTHING MADE FOR REAL PEOPLE, EVERY DAY.

At KANENUS Garment, we believe in creating clothing that empowers you. From the stitching to the style, every piece is designed to make you feel confident, comfortable, and ready for any occasion. Come explore our latest collections — where confidence meets craftsmanship.

09-22-47-17-78

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APPENDIX H: New logo on work

Sh #2-088

Warshaa Hodha Uffalaa Kaanenus
 ከሥራተኞች ለሥራት ለገቢት
 kaanenus garment factory
 Subject :- Daily recording form

Shop Center :- KGT ASELA SI...

D	Lakk Tariba	factory selling price		unit	baay'ana furusuma	qarshii dhahan	TTNO
		W.Sale	Retaa				
1	11236		500		3	1500	
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21	911401					1500	

