

**MARKETING INNOVATION, ENTREPRENEUR RESILIENCE AND BUSINESS SUCCESS
AMONG TRADERS IN KAMPALA. A POST-COVID PERSPECTIVE**

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ABSTRACT

The study examined the relationship between marketing innovation, entrepreneur resilience and business success among traders in Kampala after the lockdown. The objectives of the study were; establish the relationship between marketing innovation and success of businesses; assess relationship between entrepreneur resilience and success of businesses; and examine the joint effect of marketing innovation and entrepreneur resilience on the success of businesses. The study was a cross sectional research design along with a quantitative research approach. A sample of 97 traders was used in the study, selected from traders located in downtown Kampala along streets of Nakivubo, William, Luwum, Ben Kiwanuka. Data was obtained from either a business owner or manager using structured questionnaire. SPSS v. 25 was used to analyze data. The study used frequency tables, correlation and regression analysis to interpret results. This study found a positive association between marketing innovation and business success. The study also found a positive association between entrepreneur resilience and business success. Furthermore, this study established that marketing innovation and entrepreneur resilience are significant predictors of business success, with entrepreneur resilience turning out as the better predictor. The study concludes that both marketing innovation and entrepreneur resilience are exceptional factors that lead to business success. The study recommends traders in Kampala to exhibit more resilience, and enhance marketing innovation in order to succeed. Moreover, this research suggests future researcher to investigate the relationship between marketing innovation, entrepreneur resilience and business success from a broader perspective of Kampala; and conduct longitudinal research examining the relationship between

marketing innovation, entrepreneur resilience and business success from a broader perspective of Kampala.

Key words: marketing innovation, entrepreneur resilience and business success

Background to the Study

The manifestation of COVID-19 pandemic has exponentially affected businesses worldwide (Donthu & Gustafsson, 2020). Businesses around the world are finding difficulty to remain successful as it was the case before the pandemic first struck in December 2019 in Wuhan city, Hubei province of China in December 2019. They are experiencing high risk exposure to low or stunted growth, low sales and uncertain future than ever before (Wang, Hong, Li & Gao, 2020). Indeed, United Nations Economic Commission for Africa (UNECA, 2020) indicate four in every five business in Africa are uncertain about their future following the invention of COVID-19.

As it is the case in the rest of Africa, so is in Uganda where Lakuma, Sunday, Sserunjogi, Kahunde and Munyambonera (2020) indicate severe decline in business activity index by 76% within a space of just two months into the total lockdown. Indeed, the global spread of the COVID-19 pandemic greatly disrupted investment with an 8% decline in business set up and investment in the second quasi of the year (Brighton et al., 2023). This greatly resulted into high levels loss of businesses loss and a decrease in general aggregate demand. With the pandemic and government containment measures still in place, it is inevitable that businesses cope with the new change or the “new-normal” as it has commonly been referred if they are to be successful (Maritz, Perenyi, de Waal & Buck, 2020). In Uganda, COVID-19 pandemic business environment has propelled many traders in Kampala to advance numerous marketing innovations and resilience (United Nations Conference on Trade and Development (Oromo et al., 2023). Many have resorted to lining up their vehicles on the streets and trading from the car bonnets and boots, a new tactic

intended to bring products from stores directly to the final customer (Ssejjoba, 2020). E-commerce platforms such as Safe Boda and Xente and Mobile Money have also intensified as new mechanisms for doing business.

While these affirm that these strategies are crucial in revamping businesses, it remain unclear if these findings apply to Uganda's context. Accordingly, the researcher finds to examine the relationship between marketing innovation, entrepreneur resilience and business success of traders in Kampala.

Statement of Opportunity

Following the government of Uganda COVID-19 containment measures which started in March 2020, many traders in Kampala under the KACITA Uganda umbrella have had to change the way they do business to keep afloat (Lakuma, Sunday, Sserunjogi, Kahunde & Munyambonera, 2020). An influx in the number of car sales and use of social media platforms such as Facebook and WhatsApp have increased as the new marketing innovations (Syaifullah, Syaifudin, Sukendar & Junaedi, 2021). Traders have gone ahead to exercise entrepreneurial resilience by making deliveries to customers using Safeboda, and encouraging e-commerce transactions to effectively adapt. These initiatives have resulted in exponential success of businesses within Kampala area (KACITA Uganda, 2020). It is probable that traders who have exercised marketing innovations and entrepreneur resilience are ones that have been able to succeed.

Research Objectives

- 1. To establish the relationship between marketing innovation and success of businesses for traders in Kampala after the lockdown*
- 2. To assess the relationship between entrepreneur resilience and success of businesses for traders in Kampala after the lockdown*
- 3. To examine the joint effect of marketing innovation and entrepreneur resilience on the success of businesses for traders in Kampala after the lockdown*

Research Questions

1. *What is the relationship between marketing innovation and success of businesses for traders in Kampala after the lockdown?*
2. *What is the relationship between entrepreneurial resilience and success of businesses for traders in Kampala after the lockdown?*
3. *What is the joint effect of marketing innovation and entrepreneur resilience on the success of businesses for traders in Kampala after the lockdown?*

Methodology

Research Design

This study was a cross-sectional research design along with a quantitative research approach. This research design was selected because it facilitates quick data collection and it is suitable for studies with a short time-horizon as it is the case with this study (Creswell, 2014). On the other hand, the quantitative research approach was adopted because it provides statistical results, which clearly indicates the nature of the relationship between variables and their predictability (Rahman, 2016).

Study Population

The study population constituted 137 KACITA traders located in down-town Kampala along streets of Nakivubo, William, Luwum, Ben Kiwanuka (KACITA, 2020). The study confined to these traders because they are the ones who were commonly selling along streets, in car bonnets while others have decided to sleep on the job as they exhibit resilience during the COVID-19 (KACITA, 2020). These traders served as the unit of analysis.

Sample size and Selection technique

A sample of 97 traders was used in the study, determined based on Krejcie and Morgan (1970). The researcher applied simple random sampling technique to select the sample. Each business was written on a separate piece of paper before they were pooled together to form the sampling frame. After a thorough mix of the sampling frame, the researcher picked one business at a time until the sample total is obtained. This technique was selected because it is free from bias in the sense that every item in the sampling frame stands equal chance of being selected (Creswell, 2014). These were be selected using purposive sampling technique since it guarantees that the respondents being selected are resourceful in regards to the subject matter.

Data Analysis

Data obtained was edited, cleaned, classified and coded, after which it will be captured in SPSS (v.25) for analysis (Nelson et al., 2022). The researcher then obtained a frequency table, correlation and regression analysis to interpret results. The frequency table presented results in relation to demographic characteristics, and interpreted based on the percentages. Correlation analysis was applied to address objectives of the study, particularly, one and two. This model examined the nature of the relationship between studied variables. Regression analysis was used to address objective three of this study. This model facilitated the study with findings to examine the predictability of the studied variables on the dependent variable.

RESULTS

Table 1: Pearson Correlation Analysis

Variables/Construct	1	2	3	4	5	6	7	8	9	10
Marketing Innovation	1									
(1)										

<i>Distribution Innovation</i>	.463	1								
(2)	**									
<i>Promotion Innovation</i>	.545	.459**	1							
(3)	**									
<i>Pricing Innovation</i> (4)	.383	.353**	.362	1						
	**		**							
<i>Entrepreneur Resilience</i> (5)	.40	.476*	.19	.35	1					
	1**	*	5	9**						
<i>Proactiveness</i> (6)	.360	.337**	0.07	.324	.296	1				
	**		5	**	**					
<i>Competitive aggressiveness</i> (7)	.391	.258*	.355	.399	.205	.309	1			
	**		**	**		**				
<i>Innovation</i> (8)	.481	.280*	.393	.489	.286	0.07	.267	1		
	**		**	**	*	5	*			
<i>Risk Taking</i> (9)	.576	0.188	.275	.345	.201	.295	.352	.399	1	
	**		*	**		**	**	**		
<i>Business Success</i> (10)	.61	.418*	.34	.38	.67	.47	.40	.42	.487*	1
	2**	*	0**	1**	7**	6**	6**	4**	*	

Notes: n=79, * $p < .05$ level (2-tailed), ** $p < .01$ level (2-tailed)

Source; Primary Data

Marketing Innovation and Business success

Table 1 indicated a significant and positive association between marketing innovation and business success ($r = .612$, $p < .01$). Hence, the results implied that improving marketing innovation would lead to increased business success. To further comprehend the association, the study examined how each construct for marketing innovation associates with business success. The results revealed a significant and positive relationship between distribution innovation and business success ($r = .418$, $p < .01$), promotion innovation and business success ($r = .340$, $p < .01$); pricing innovation and business success ($r = .381$, $p < .01$). This implies that enhancing

distribution innovation, promotion distribution as well as pricing distribution are associated with a likely increase in business success among traders in Kampala.

Entrepreneur Resilience and Business success

Correlation results in Table 1 indicated significant and positive relationship between entrepreneur resilience and business success ($r=.677$, $p<.01$). The results meant that stimulating entrepreneur resilience would increase business success. Moreover, the results indicated that there exists a significant and positive relationship between proactiveness and business success ($r=.476$, $p<.01$), a significant and positive relationship between competitive advantage and business success ($r=.406$, $p<.01$), a significant and positive relationship between innovation and business success ($r=.424$, $p<.01$) as well as a significant and positive relationship between risk taking and business success ($r=.487$, $p<.01$). From these results, it is implied that proactiveness, competitive advantage, innovation and risk-taking actions are more likely to improve business success among KACITA traders in Kampala.

Regression Analysis

The study used multiple regression analysis to examine the predictability of the independent variables towards the dependent variable. These results are presented in Table 4.4.

Table 2: Multiple Regression Analysis

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	1.109	0.240		4.620	0.000
Marketing Innovation	0.265	0.052	0.406	5.101	0.000
Entrepreneur Resilience	0.411	0.064	0.515	6.472	0.000
	<i>R</i>	<i>R²</i>	<i>Adj. R²</i>	<i>F</i>	<i>Sig.</i>

.773^a 0.597 0.586 56.238 .000^b

a. Dependent Variable:

Business Success

b. Predictors: (Constant), Marketing Innovation, Entrepreneur Resilience

Source; Primary Data

Overall, regression results in Table 2 revealed $F=56.238$, $Sig.=.000$ in relation to the predicting variables of marketing innovation and entrepreneur resilience. These results meant that there was a statistically significant predictability between the studied predictors and the dependent variable (business success). Therefore, the results implied that the statistics reflected in this model were good enough to relied upon for making necessary conclusions and recommendations.

Results revealed that jointly marketing innovation and entrepreneur resilience predicted up to 58.6% of the variance in the dependent variable ($Adj\ r^2=.586$). This meant that marketing innovation and entrepreneur resilience are able to significantly predict business success to a magnitude of up to 58.6%. Furthermore, the results indicate standardized coefficients ($B=.406$, $t=5.101$, $p<.05$) in relation to marketing innovation, ($B=.515$, $t=6.472$, $p<.05$) in relation to entrepreneur resilience. Based on the p-values, the results signify that marketing innovation and entrepreneur resilience are both significant predictors of business success among traders in Kampala. That said, the comparative analysis of the Beta-values ($B=.406$ and $B=.515$) reveal that entrepreneur resilience is the best predictor of business success among KACITA traders in Kampala

Conclusion

It is affirmed that one of the reasons why businesses succeed is because of marketing innovation. When instituted, businesses will be able to come up with efficient ways of distributing, pricing and promoting products in a manner that is unique and novel, encouraging many customers to buy from the business. As managers, it is clear that we understand customer demands, tastes and preferences

keep changing, to support marketing innovation. It is further clear that as entrepreneurs who are resilient will succeed. Resilience will stimulate one's drive to work hard, commit, and dedicate towards the business to facilitate business success. Therefore, as managers, it is important to bear in mind that what drives business success mostly is the intrinsic status

Recommendations

Traders in Kampala must become more resilient if their businesses are to succeed. They need to exercise high degree of proactiveness, competitive aggressiveness, innovativeness, and readiness to take risks as they the business. Traders should therefore learn from experience, remain hopeful even when they face difficulty. Traders in Kampala must boost marketing innovation in order to improve business success. To achieve this, they intensify research and development, seek guidance from innovation hubs, and involve in innovation trainings. This will guide traders in changing tactics of distribution, promotion and pricing of products and services in a manner that is unique and novel in order to gain competitive advantage over other competitors.

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