Marketing mix Framework as a Tool to Enhance Women's Business Viability in Limpopo-South Africa

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ABSTRACT

Motivated by lack of empirical research on how the marketing mix (price, place, product promotion, process, packaging, physical evidence, people, programming and partnership) directly or indirectly enhance the women's business viability and sustainability in South Africa and elsewhere. This research empirically investigated how marketing mix can be used to enhance women's business viability among 301 registered business owners trained in marketing and participated in the survey and answered details questions focusing on Limpopo province -South Africa. AIDA theory, diffusion of innovation theory and Marketing Mix Theory underpinned the study. Quantitative descriptive survey research strategy was adopted, Robustness analysis was entirely performed using SPSS version 28. The study's findings were that women's businesses in Musina and Blouberg in Limpopo province use the 10Ps. The four most used marketing strategies were, price, place promotion and product. The averagely used marketing strategies were: People, packaging, programming, physical evidence and partnership. This study contributes to the current body of knowledge and further contributes to the use of 10Ps marketing mix strategies and framework by women's businesses. The study's main implication is that business entities may not achieve their full financial performance potential due to little or no attention to the use of 10Ps marketing mix components and training. This study provides robust recommendations and insights into marketing practices applicable to other business entities globally.

Keywords: Marketing Mix, Women's Business, Business Training, SWOT Analysis, Marketing Skills
JEL Classifications: M3, M30, M31, M37

1. INTRODUCTION

A robust debate among scholars on how women's business in South Africa and elsewhere can enhance their sustainability is currently taking place (Fernández, 2022; Zambrano Farias et al., 2021). A clear strategy as to how the marketing mix (10Ps) training directly or indirectly enhance the women's business sustainability has yet to be determined as no empirical studies heretofore have investigated this causal relationship in any real detail (Davis, 2020; Gupta et al., 2014; Kemper et al., 2019). A question dominating discussion is: How does marketing skills impact women's business sustainability in South Africa with and without training intervention. Considering the issues and widening gaps of high rate of women's business failure is a burning issue (Rahayu et al., 2021). This empirical question motivates the current research builds on gaps in the attendant literature (Lamidi, 2021), and it holds the centre stage in scientific inquiry leading the country in making strategic moves to improve the marketing skills of women's business owners in South Africa.

Globally, 63% of Small Medium and Micro-Enterprises (SMMEs) are estimated to fail each year at the start-up (Birley and Niktari,

2019). Shockingly, South Africa has a higher failure rate of SMMEs than elsewhere in the globe, where the rate failure ranged between 70% and 80% over the past 5 years (Bhorat et al., 2018). Furthermore, in South Africa, more than 60% of SMMEs of women are estimated to fail each year at the start-up. Worse still, evidence revealed that many female-owned businesses enter and exit business markets each year with a turnover rate of 20% per annum (Ndimande, 2019; Zizile and Tendai, 2020). This is an indication that business failure is a huge issue among women's entrepreneurs. The research problem in this study is suggested by this high rate of women's business failure. The lack of marketing skills training intervention has been cited Ghotbifar et al. (2017) as one of the robust triggers of women's business failure. A thorough understanding of why marketing skills to sustain and grow women's business in long run is urgently needed to operate their business successfully. There is an urgent need to examine marketing skills training needs of women's business owners the province of Limpopo of South Africa to identify customers' needs and to satisfy them better than their competitors in order to accumulate profits for viability purpose. In order to achieve this, Lim (2021) proposed marketing mix (7Ps): Product, price, place, promotion, people, physical evidence, and process, that has been widely considered to be ideal for responding to the customers' needs in a way that set business apart from the others. Later, 7Ps theory has also been expand to 10Ps by Ho et al. (2022) who incorporated three more Ps (programming, packaging and partnership).

The gap in marketing literature among business managers from blouberg and Musina Districts in Limpopo province inspired this research study. Thus, the marketing mix framework use by SMMEs in Limpopo province which are the subject of this case study is largely unknown. While marketing indicators can be used to examine marketing performance of women businesses. Therefore, this research intends to extend the debate on the marketing skills training in enhancing women's business sustainability by providing empirical evidence on the relevance of marketing mix training on women's entrepreneurs in Musina, Limpopo- South Africa with an aim of contributing to the body of knowledge needed in remedying the issue of poor access to the markets. This study will stimulate robust insights into marketing practices. This research is informed by 10Ps marketing mix theory.

2. EMPIRICAL EVIDENCE BASED ON THEORIES

This study was driven by well-known theories relating to marketing these include the AIDA (Attention, Interests, Desire, Action) theory (Rehman et al., 2014; Ullal and Hawaldar, 2018), the 4Ps, the 7Ps and the 10Ps (Lim, 2021), the SWOT analysis (Puyt et al., 2020); the Customer Lifetime Value Theory (Berger and Nasr, 1998; Dahana et al., 2019), the diffusion of innovation theory (Elmghaamez et al., 2022; Wolf, 2022; Yu, 2022), the segmentation, targeting and positioning Theory (Dibb and Simkin, 2016; McDonald, 2007); the hierarchy of effects model (Mangalam, 2022; Páramo et al., 2021), and the perception and learning theory (Rothschild and Gaidis, 1981; Tarka, 2017).

All these theories offer insights on marketing activities among businesses. This mix of theories can be described as a multi-paradigm approach aimed at gaining in-depth insight into the research topic.

2.1. Relationship between AIDA Theory and Variables
According to Ullal and Hawaldar (2018), the AIDA acronym which stands for Attention, Interests, Desire, Action is a widely known and popular marketing theory that describes the steps a customer goes through before making a purchase decision. The theory was first propounded by Elias St. Elmo Lewis in 1898. Ullal and Hawaldar (2018) list the following (1) the customers' attention which is the first step in the AIDA theory, and the authors state this can be achieved by the means of promotions, advertising and world of mouth, (2) the second step is to create interest in the product or service being offered by highlighting the unique features and benefits of the products and addressing the customers' needs and desires, (3) the third step is to create a desire for the product or service by presenting it in a positive light and emphasising the benefits it provides, and (4) the action step for getting the customer to take action such as buying or making a purchase. Ullal and Hawaldar (2018) emphasised that this can be achieved by providing a clear call to action and ensuring a positive buying experience and by offering multiple payment options.

Hassan et al. (2015) concluded that the AIDA theory provides a clear framework for understanding the steps involved in the purchasing process which is a useful tool for marketers as it assists them to identify the key stages that a customer goes through and the types of messages and strategies that are best suited for each stage.

2.2. The Diffusion of Innovation Theory and Variables
The diffusion of innovation theory, originally comes from, social psychology and describes how new ideas, products or technologies spread through a population over time (Elmghaamez et al., 2022). The theory was first introduced by Everett Rogers in 1962, and has since become a widely recognised framework for understanding the adoption and diffusion of new products and technologies. Furthermore, Sartipi (2020) allude that the theory posits the adoption of new ideas and products occurs in stages, from early adopters to later adopter, and that the rate of diffusion is influenced by various factors, including the characteristics of the innovation, the social networks of potential adopters, and the marketing and communication strategies used to promote the innovation.

Dearing and Cox (2018), the main advantage of the diffusion of innovation theory in marketing is that it provides a framework that can be used to develop targeted marketing strategies that consider the specific needs and characteristics of each segment and to create effective communications and promotions that encourage early adopters to spread the word about their innovation to their networks Dearing and Cox (2018), further add that the theory helps in understanding the rate and pattern of diffusion, marketers can anticipate their timing and extent of market saturation, and plan their marketing and product development strategies accordingly.

In connection to this study, Ayodele et al. (2020) established that the diffusion theory is a valuable tool for marketers, as

it significantly helps to inform the development of effective marketing strategies that take into account the behaviour and motivations of different segments in the adoption process, and enables marketers to effectively manage the lifecycle of their products and technologies.

2.3. Marketing Mix Theory and Variables

Women's small businesses in South Africa still fail which explains why a study on marketing mix training in particular is paramount importance because it can result in sound business profitability if properly applied (Amjad et al., 2020; Louise, 2011). Women's businesses play a significant dominant role in the South African economy through economic development, wealth creation, and employment generation (Hlengwa and Thusi, 2018). Despite their immense role, women's businesses receive little attention in terms of research into their marketing behaviour in South Africa (Phillips et al., 2019). Small businesses are regarded as smaller version of big businesses and are overly ignored (Chinomona and Maziriri, 2015). Marketing within SMMEs seems to be deficient, relegated to periphery, and little significance to the business (Hilal, 2019), yet the success of SMMEs should be generated from within the firms themselves through effective marketing mix strategy implementation (Kamau et al., 2015), and Khatab et al. (2019) stress the need for more research on marketing behaviour of SMMEs, especially on women in emerging countries, given the death of studies on SMMEs. Also, most empirical studies have focused on either 4Ps or 7Ps paradigm (Ravangard et al., 2020). Thus, it is imperative to identify the marketing mix strategies of women's SMMEs, with the view of enhancing their performance and sustainability using Lim's (2021) 10Ps of marketing mix theory. Grasping marketing skills can also significantly assist women's businesses to deal with a number of issues such as how much to produce, at what price and where to distribute products or services and how to communicate to the target audience (Torkashvand, 2019).

Marketing mix has been widely defined by Asqarova et al. (2021) as a set of controllable, tactical marketing tools that a firm blend to achieve its aims in a given target market. McCarthy (1960), a marketing expert, introduced the concept of marketing mix which includes the 4Ps (product, price, place, and promotion) in the business as a theoretical framework to implement marketing process (Font and McCabe, 2017; Wolfe and Crotts, 2018). However, even if these 4Ps considered as the holy quadruple of the marketing faith written in the tablets of stone, have been subjected to modifications by several scholars, to suits different contexts (Woyo and Slabbert, 2019). It can be criticised that the 4Ps is not adequate enough to holistically perform marketing activities (Anthony, 2019). This theory has been widely used globally and is considered critical means for translating marketing plans into business operations. Later, Bitner (1991) cited in Parmer et al. (2021) proposed to incorporate three more Ps (people/participants, physical evidence, and process) into service marketing mix to understand the nature of marketing enable business owners either start-ups or existing ones) to meet customers' needs profitably. Dewi and Suryawardani (2019) critically analysed and found that there are greater strengths and lesser weakness of using 7Ps than 4Ps. Gronroos (2020) concur adding that the main strengths

of 7Ps include, but not limited to, that is more comprehensive and detailed. Thus, the success of women's business success and sustainability is juxtaposed to proper application of the marketing mix (7Ps) for its capability to forecasting the needs of firm's potential clients. Later, Lim (2021) expanded the 7Ps theory to 10Ps by incorporating three more Ps (programming, packaging and partnership. Zontanos and Anderson (2016), the marketing mix strategy's core function, is to determine the nature, strength, direction and interaction between the marketing mix and elements and the environmental factors in particular situation (Xu et al., 2017), thus, helping to establish, defend and maintain a business competitive advantage. Thus, for the women's businesses to remain competitive sustainably, an effective marketing strategy is prerequisite tool to achieve superior business performance. In this article, marketing mix strategy tools used to train study's participants are: Product, place, price, promotion, people, process, physical evidence, programming, packaging, and partnership. The 10Ps Marketing Mix is diagrammatically shown in the Figure 1 below:

2.4. The Hierarchy of effects Model and Variables

According to Páramo et al. (2021), the hierarchy of effects model is a widely used framework in marketing outlines the series of steps a consumer goes through when making a purchasing decision. Páramo et al. (2021) further alluded that the theory highlights the benefits and advantages of considering the different stages of consumer journey, helping marketers create more effective marketing campaigns. Wijaya (2015) briefly outlined the benefits and advantages of the hierarchy of the effects model in marketing as follows: (1) better understanding of consumer behaviour by breaking down the consumer decision making into stages, (2) targeted massaging by understanding which stage of

Figure 1: Conceptual framework
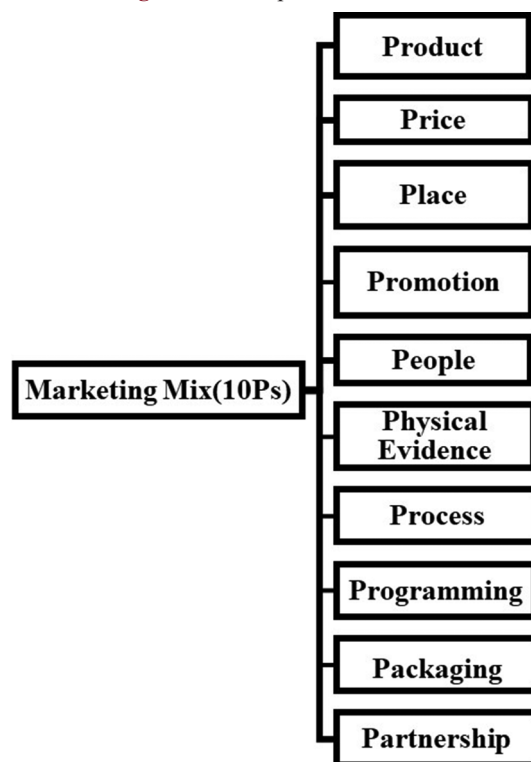
Source: Developed by the researcher (2023)

hierarchy a consumer is in, marketers can tailor their messaging to fit the consumer current mindsets and needs, (3) increased impact: by using the hierarchy theory, marketers can identify the most effective touchpoints for reaching customers and can develop campaigns that have greater impact on consumer decision making process (4) Improved efficiency by focusing on the most effective stages of the hierarchy, marketers can optimise their campaigns and make the most of their resources, and (8) better measurement where by using the hierarchy of effects model as framework, marketers can better measure the impact of their campaigns and adjust their marketing strategies.

In connection to this study, Russell-Bennett et al. (2016) submit that the hierarchy of effects model provides a useful robust framework for marketers to better understand and influence consumer behaviour by leveraging the benefits and advantages of the model, marketers can create more effective and efficient marketing strategies and campaigns.

2.5. Relationship between SWOT Analysis Theory and Variables

This theory was initially widely used in the organisational performance research, but it is now being utilised in the field of business, particularly in the field of marketing research (Mandrazhi, 2021). Puyt et al. (2020) concluded that SWOT analysis theory is a valuable tool for marketers, as it provides a comprehensive overview of the market landscape and helps to inform marketing strategies that are grounded in reality and aligned with business goals. Benzaghta et al. (2021) assert that SWOT analysis is a strategic tool used to evaluate the strengths (the unique qualities or advantages that a business or product has, which make it stand out from competitors), the weakness (the limitations or disadvantages that a company or product has, which hinder its performance), opportunities (the external factors that could be leveraged for growth or improvement), and threats of an organisation, product, or marketing campaign (the external factors that could negatively impact a company or product).

This was the reason Benzaghta et al. (2021) concluded that marketing professionals use SWOT analysis to gain insights into the market environment and make informed decisions about their marketing strategies by identifying their strengths and weaknesses while developing strategies to leverage their strengths and mitigate their weaknesses. Theoretically, according to Benzaghta et al. (2021), SWOT analysis significantly assist marketers in identifying opportunities and threats to make informed decisions about market trends, target audiences and messaging.

3. RESEARCH METHODOLOGY

The research design for this study was based on a quantitative descriptive survey strategy of collecting and analysing primary data at the large anonymised marketing training organisation based in Johannesburg, South Africa with the aim of discovering and testing the relationship or interaction among study variables. Various strategies were employed the marketing training organisation to gain access to the 301 participants. These included gaining a better understanding of the businesses where

respondents run before planning the research design, addressing their concerns, clearly explaining the purpose of the research, and highlighting the possible benefits to the participants. Gatekeeper permission letters and consent forms were obtained from business owners. Primarily data was then ethically gathered from the respondents by the organisation's business advisors during and after training. The targeted population of this study were business owners or managers. The size of the population was 600 business managers from blouberg and Musina Districts. The sample size was only 301 registered business owners trained in marketing and participated in the survey and answered details questions. They were selected using purposive or judgemental sampling technique. This technique was suitable since this research was context-bound. Business managers were deemed appropriate participants because of their involvement in and extensive knowledge of the role of marketing mix to enhancing business viability. Participants with no business were excluded from the sample. The permission was obtained from the organisation's Chief Executive Officer where the primary evidence was gathered.

To ensure the study observed the "do-not-harm," various strategies were employed to gain access to the organisation's primary data. These included gaining a better understanding of the organisation's scope of activities before planning the research design, addressing their organisational concerns, clearly explaining the purpose of the research, and highlighting the possible benefits to the organisation and participants.

The cross-sectional questionnaire survey instrument was developed by the organisation's master trainer and it was divided into three sections, namely: Section A: Biographical details; Section B: Gathered information using likert-style questions, which required the participants to select a response from a scale of possible responses and used as a basis for analysis. Ethically, a well-structured Likert questionnaire was administered to 301 respondents. Likert scale questions were scored as follows: 1 = Extremely beneficial, 2 = Very beneficial, 3 = Fairly beneficial, 4 = Unbeneficial, 5 = Neither beneficial nor unbeneficial. Access to the organisation's primary data which was captured into an excel spreadsheet was granted on the special condition of maintaining the anonymity of the organisation and the business owners who participated in the survey, hence the need to protect their identity and strictly adhered to the POPIA regulations to their fullest. All were correctly filled and returned, showing a respondence rate of 100%. The data were then coded by the researcher in excel and subsequently processed using Cronbach Alpha Test in SPSS version 28. The Cronbach Alpha range from zero to 1 with value above 0.7 generally considered good. Overall, the Cronbach's alpha coefficient for all the items collectively was found to be excellent as it yielded a ($\alpha = 0.919$) which indicates an acceptable level of internal consistency (see table). This was performed to determine whether any statically differences existed between the domain scores. Data generated were analysed using descriptive, inferential statistics and regression analysis to draw conclusions on the research objectives. A final overall marketing strategies scores for the sample tasted was arrive at by averaging the scores across all domains.

4. EMPIRICAL ANALYSIS AND DISCUSSION OF THE RESULTS

4.1. Model Specification
Multiple regression (econometric model) can be specified as follow:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \mathcal{E}_t$$

Where Y is the dependent variable
β_0 - is a constant term;
$\beta_1 \ldots + \beta_i$ - represents beta coefficients to be estimated;
$x_1 \ldots x_i$ - represents independent variables;
ε - represents the error term factors.

A multiple regression coefficients analysis was used to analyse the influence of 10Ps namely: X_1 (Product), X_2 (Place), X_3 (Price), X_4 (Promotion), X_5 (People) X_6 (Process), X_7 (Physical Evidence); X_8 (Partnership) + 0.157 X_9 (Packaging); X_{10} (Programming) + $\mathcal{E}_t$.

4.2. Reliability Test
Before, the discussion of the study's findings, this researcher deliberately analysed he reliability of the research instrument. Overall, the Cronbach's alpha coefficient for all the items collectively was found to be excellent as it yielded a (α = 0.919) which indicates an acceptable level of internal consistency as indicate the Table 1 above.

4.3. Demographic of the Respondents
The means and standard deviations for the characteristics of respondents are shown in the Table 2 below:

Table 2 shows that 301 (100%) respondents were female business owners. 125 (41.4%) were youth while 176 (58.3%) respondents were not youth. Thus, majority of the respondents weren't youth. Furthermore, Table 2 moves further in the analysis and illustrates that 144 (47.7%) respondents were single, 136 (45.0%) were married, while 21 (7.3%) respondents were widowed women. Thus, majority of the respondents were single.

In terms of the municipality representation, the table shows that 165 (54.6%) were from Musina and 136 (45.4%) respondents were from Blouberg. The Table 2 reveals that 301 (100%) respondents were African Black.

The Table 2 above illustrates that 15 (5.0%) respondents held post Matric Certificates, Diploma and or Degree, 11 (3.6%) respondents were post Graduate (Honours Degree), 99 (32.8%) respondents did

secondary, 111 (36.8%) respondents held secondary (Grade 8-12), 14 (4.6%) respondents did primary, 30 (9.9%) did primary (Grade 1-7), 21 (7.3%) respondents were with no Education.

In terms of business sector, 63 (20.9%) respondents were in the business of general services, 84 (27.8%) were running Spaza Shops/Retailers, 11 (3.6%) respondents were in manufacturing sector, 1 (0.3%) in the internet café, 2 (0.7%) were in poultry farming, 1 (0.3%) in wood selling, 1 (0.3%) was performing arts and craft, 99 (32.8%) were in agriculture, 36 (11.9%) were in vegetables and fruits farming business, and 3 (1%) respondents were in Bakery business. Thus, majority of the respondents were in agriculture sector. Furthermore, 39 (12.9%) respondents were <2 years in business, 140 (46.4%) 2-5 years, while 121 (40.7%) respondents were in between 5 and 10 years.

Finally, the Table 2, shows that 59 (19.5%) respondents had monthly income <R1000, 149 (49.3%) R1001 to R5000 thousands, 60 (19.5%) respondents had between R5001 and R10 000, 18 (6.0%) respondents R10 001-R20 000 thousand, 11 (3.6%) R20 001 to R50 000, and while 6 (2.0%) respondents had monthly income of more than R50 000.

Table 3 highlights the overall respondents views on whether marketing mix can be beneficial for women's business viability in Limpopo, presented as positive and negative statements that influence of marketing mix on women's business viability. In line with the empirical results presented on Table 4 respondents have a strong agreement with the most three component of marketing strategies for women's business were: Price (M = 5.21, SD = 0.413) that an offer of a unique and attractive price incite many customers to buy and make profits from their turnover. Table 4 moves further in the analysis by showing the descriptive results from place (M = 4.98, SD = 0.873); and the results further indicate that promotion (M = 4.81, SD = 0.885).

Based on the results in the above Table 3, it is also interesting to find that the results showed that respondents were in significant agreement that marketing mix strategies are highly relevant to enhance women's business viability in the province of Limpopo-South Africa as the means of all the responses are above 4 and the variations among them are low, with the highest at 0.921 which depicts consensus.

According to Table 4 all the respondents indicated that the entire population of study were 301 (100%) business owners.

The following Table provides snapshot of the coefficients.

The table 5 illustrates that 189 (62.6%) respondents fully implemented the marketing mix training survey indicate that 189 (62.6%) respondents fully implemented the marketing knowledge and skills, while 20 (6.6%) respondents partially implemented and 93 (30.8%) never implemented skills gained after marketing mix training. It can thus be concluded that the training intervention enhanced the respondents' skills about marketing and addressed one of the challenges of how marketing should lead to women's business viability in Limpopo-South Africa.

Table 1: Reliability test for the research instrument

Sections	Items	Dimensions	Cronbach's alpha
A	8	Demographic data	0.876
B	10	Marketing practices	0.836
C	3	Marketing skills training and implementation	0.938
Total	22		0.919

Source: Author's compilation

Table 2: Demographic data

Response type	Questionnaire items	Respondents rate, n (%)	Mean	SD
Gender	Female	301 (100)	2.00	0.000
	Male	0		
Youth	Yes	125 (41.4)	1.58	0.494
	No	176 (58.3)		
	Prefer not to answer	0		
Marital status	Single	144 (47.7)	1.60	0.623
	Married	136 (45.0)		
	Widowed	21 (7.3)		
Ethnic group	African black	301 (100)	1.00	0.000
Municipalities	Musina	165 (54.6)	1.45	0.499
	Blouberg	136 (45.4)		
Highest level of education	Tertiary (postmatric certificate, diploma, degree)	15 (5.0)	3.90	1.412
	Postgraduate (honours degree)	11 (3.6)		
	Secondary	99 (32.8)		
	Secondary (grade 8-12)	111 (36.8)		
	Primary	14 (4.6)		
	Primary (grade 1-7)	30 (9.9)		
	No education	21 (7.3)		
Business sector	General services	63 (20.9)	4.79	3.345
	Spaza shop/retailer	84 (27.8)		
	Manufacturing	11 (3.6)		
	Internet café	1 (0.3)		
	Poultry farming	2 (0.7)		
	Wood selling	1 (0.3)		
	Arts and craft	1 (0.3)		
	Agriculture	99 (32.8)		
	Vegetables and fruits farming	36 (11.9)		
	Bakery	3 (1)		
Years in business	<2 years	39 (12.9)	2.28	0.679
	Between 2 and 5	140 (46.4)		
	Between 5 and 10	121 (40.7)		
Monthly income	<R1000	59 (19.5)	2.31	1.088
	Between R1001 and R5000	149 (49.3)		
	Between R5001 and R10,000	60 (19.5)		
	Between R10,001 and R20,000	18 (6.0)		
	Between R20,001 and R50,000	11 (3.6)		
	R50,001 and above	6 (2.0)		

Source: Author's compilation. SD: Standard deviation

Table 3: Responses to the degree of agreement by the respondents about the benefits of applying marking mix into their businesses

Questionnaire items	Responses as frequency (%) (n=301)					Mean	SD	P	Interpretation
	Neither beneficial nor unbeneficial	Unbeneficial	Fairly beneficial	Very beneficial	Extremely beneficial				
Product	35 (11.6)	34 (11.3)	143 (47.4)	60 (19.9)	30 (9.9)	4.95	0.983	<0.001*	Strong agreement
Place	34 (11.3)	35 (11.6)	30 (9.9)	60 (19.9)	143 (47.4)	4.98	0.873	<0.001*	Strong agreement
Promotion	22 (9.3)	37 (12.2)	160 (54.1)	45 (14.9)	38 (12.6)	4.81	0.885	<0.001*	Strong agreement
People	30 (9.9)	34 (11.3)	143 (47.4)	60 (19.9)	35 (11.6)	4.63	0.748	<0.001*	Strong agreement
Price	15 (4.9)	34 (11.3)	143 (47.4)	80 (26.5)	30 (9.9)	5.21	0.413	<0.001*	Strong agreement
Process	28 (9.4)	17 (5.6)	150 (49.8)	70 (23.2)	37 (12.2)	4.54	0.438	<0.001*	Strong agreement
Physical evidence	45 (14.9)	50 (16.6)	148 (49.1)	44 (14.6)	15 (4.9)	4.29	0.921	<0.001*	Strong agreement
Partnership	31 (10.2)	38 (12.6)	30 (9.9)	62 (20.5)	141 (46.8)	3.74	0.786	<0.001*	Strong agreement
Packaging	23 (7.6)	46 (15.2)	103 (34.2)	70 (23.1)	60 (19.9)	4.29	0.921	<0.001*	Strong agreement
Programming	26 (8.6)	36 (11.9)	27 (8.9)	57 (18.9)	146 (48.5)	4.01	0.786	<0.001*	Strong agreement

***=P<0.001. Source: Author's compilation. SD: Standard deviation

4.4. The Regression Analysis

The mathematical equation for the regression analysis used in this study is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \varepsilon_t$$

The Table 3 provides snapshot of the coefficients:

Table 6 shows that regression model can be analysed based on coefficient values, the model of multiple regression equation based on the Table 6 is: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \varepsilon_t$

$Y = 4.727 + 0.312\ X_1\ (Product) + 0.367\ X_2\ (Place) + 0.481\ X_3\ (Price) + 0.424\ X_4\ (Promotion) + 0.253\ X_5\ (People) + 0.297\ X_6\ (Process) + 0.021\ X_7\ (Physical\ Evidence) + 0.019\ X_8\ (Partnership) + 0.157\ X_9\ (Packaging) + \beta_{10}\ 0.145\ X_{10}\ (Programming) + \varepsilon_t.$

4.5. Discussion of the Results

Based on the results from the tables above, it can be concluded that the value of regression coefficient X_3 is greater than other variables. This means that price is the first component that is potential and beneficial for women's business viability and profitability.

The findings of the current study also support the current body of knowledge that found that price is seen as the only component of the marketing mix that generates revenues for the businesses while other marketing mix elements incur costs (Gorodnichenko et al., 2021; Liu, 2022). These results support the literature that notes that price is a fundamental element that can greatly impact the success of a marketing strategy (Lahtinen et al., 2020).

Furthermore, the results in sequence seen from coefficients value ranges from the largest to the smallest, namely the variable of promotion, place, product, process, people, packaging, programming, physical evidence and partnership. The results as summarise in Table 3, show that only price, place, product and promotion have significantly and positively influenced women's business viability in Limpopo. As shown in Table 3 Price ($\beta = 0.481$; $P < 0.05$), promotion ($\beta = 0.424$; $P < 0.05$), place ($\beta = 0.367$; $P < 0.05$) and product ($\beta = 0.312$; $P < 0.05$) respectively.

Based upon multiple regression analysis, the findings revealed that among the 10Ps tested only price, promotion, product and place stood out as the most crucial marketing mix to affect women's business viability in Limpopo. Both price and promotion emerged as the two strongest predictors. Price and promotion can be extremely beneficial as they have positive and significant influence on women's business viability support another study by Reza et al. (2020). However, Benzaghta et al. (2021) challenged this conclusion and argue that marketing professionals use SWOT analysis to gain insights into the market environment and make informed decisions about their marketing strategies by identifying their strengths and weaknesses while developing strategies to leverage their strengths and mitigate their weaknesses. This proves the arguments of by Ndofirepi et al. (2020) which was supported by Nguyen-Viet (2023) who called more Ps to be added to the recipe to holistically satisfy more extensive need for customers in the business environment. The results of the current study are partly consistent with Gronroos (2020) who found entities to be using 7Ps marketing strategy in Asia. This article investigated additional marketing mix components in attempt to address a gap in literature and marketing practice regarding marketing strategies of women's business. Furthermore, the findings provide empirical evidence and support for the 10Ps women's business strategy as proposed by Lim (2021) as well as a review of extant relevant literature. This study further contributes to a development of 10Ps women's business marketing mix strategy as all the ten components were confirmed valid in this research study. The findings further provide empirical support for both the 4Ps (McCarthy, 1960) and 7Ps (Gronroos, 2020) marketing strategies and frameworks. This research study was the first one to explore the practicality of 10 Ps marketing model in women's business. Thus, the study's results deserve absolute and fair consideration.

Table 4: Number of business owners attended and completed marketing training (question 20-21)

Question item	Frequency (%)	Valid percent	Cumulative percent
Business owners attended and completed marketing training	301 (100.0)	100.0	100.0

Table 5: Respondents rating on whether or not business owners implemented marketing mix skills gained during training (question 22)

Implementation of marketing skills acquired during training	Frequency (%)	Valid percent	Cumulative percent
Fully implemented	189 (62.6)	62.6	62.6
Partially implemented	20 (6.6)	6.6	69.2
Not implemented	93 (30.8)	30.8	100.0
Total	301 (100.0)	100.0	

Table 6: Coefficients

Model (1)	Unstandardized coefficients		Standardized coefficients (β)	t	Significant
	B	SE			
Constant	4.727	0.560		8.447	<0.001
Product	0.312	0.178	0.007	0.122	<0.001
Place	0.367	0.043	0.071	2.341	<0.001
Price	0.481	0.142	0.038	1.438	<0.001
Promotion	0.424	0.113	0.209	2.436	<0.001
People	0.253	0.119	0.155	2.107	<0.001
Process	0.297	0.178	0.018	1.060	<0.001
Physical evidence	0.021	0.023	0.029	0.893	<0.001
Partnership	0.019	0.104	0.164	0.893	<0.001
Packaging	0.157	0.104	0.304	1.005	<0.001
Programming	0.145	0.419	0.042	2.469	<0.001

[a]Dependent variable: Women's business viability. *.**.***P< 0.05 and P<0.01, and P<0.001 respectively. SE: Standard error
Source: SPSS out

5. CONCLUSION

The evidence revealed that in South Africa has a higher failure rate of SMMEs than elsewhere in the globe and more than 60% of SMMEs of women are estimated to fail each year especially due to lack of sound marketing skills strategies. This study sought fill the gap in the literature by empirically investigating how marketing mix model (10Ps) can be used to enhance women's business viability in Limpopo South Africa. As seen above, its main objective was achieved. This research study adopted quantitative and descriptive research survey approach of collecting and analysing primary data.

Overall, the findings revealed that all marketing mix variables: place, price, promotion, product, packaging, process, physical evidence, programming and partnership have positive relationship with women's business viability in Limpopo. More specifically, price, place, promotion and product have positive and significant effect on women's business sustainability. The findings also revealed that prince is the most crucial component that positively affects women's business viability. This has a huge implication in the women's business success. This study has also demonstrated that majority of women business owners 209 (69.2%) either fully or partially implemented marketing skills gained during the training intervention. The research concludes as follows: the 10Ps of marketing model are crucial for women's business profitability and sustainability. The implication of the study is that having little or unequal attention to the 10Ps strategic marketing approaches. Women business owners may fail to achieve their full potential in terms operational and financial performance, viability and sustainability. The major recommendation is that women's business owners should carefully give higher attention to all 10Ps to drive to viability and sustainability. This research contributed to the current body of knowledge as its focus on ten women's business marketing strategies.

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