

The Influence of Marketing Strategies on the Sales Performance of Fashion Stores in Cotabato City

Paula Loren E. Panganiban¹, Dr. Ronald G. Mamaril, CPA², Dr. Harold L. Fernandez³

¹Master in Business Administration, Notre Dame University - Graduate School

^{2,3}Faculty Member, Notre Dame University - Graduate School

DOI: <https://doi.org/10.47772/IJRISS.2026.100500073>

Received: 26 April 2026; Accepted: 02 May 2026; Published: 23 May 2026

ABSTRACT

Previous studies on marketing strategies and sales performance have largely focused on large brands, urban markets, and e-commerce platforms, creating a gap in research on small, local fashion retailers in smaller cities such as Cotabato City. This study examines the influence of marketing strategies on the sales performance of fashion stores in Cotabato City. Specifically, it assesses the extent of implementation of the seven marketing mix elements (product, price, place, promotion, people, process, and physical evidence) and their relationship to sales growth, customer retention, and profitability. Using purposive sampling, respondents were selected from fashion stores operating for at least three years with valid business permits and licenses. Data were collected through a survey questionnaire. This study utilized multiple linear regression analysis to determine the influence of the 7Ps marketing strategies (independent variables) on sales performance (dependent variable). Results indicate that all marketing strategies are extensively implemented and that sales performance indicators are positively experienced. Furthermore, product, place, and people strategies significantly influence sales performance, with people strategy having the strongest effect. The findings highlight the importance of customer- and employee-related factors in improving sales performance among small fashion retailers. From the researcher's perspective, it is evident that fashion businesses in Cotabato City must focus on strategies to improve sales performance. Specifically, store managers, owners, and supervisors should prioritize the development of employee skills, particularly in communication, enhance product offerings through innovation, and increase the accessibility and effectiveness of distribution channels. By implementing these strategies, fashion stores can strengthen their market position and better meet the evolving demands of consumers.

Keywords: marketing strategies, sales performance, 7Ps marketing mix, fashion stores

INTRODUCTION

Hai (2023) stated that the ultimate goal of production and business activities is always determined by the businesses as profit. Hai also stated that sales performance is crucial to every company's success, especially in competitive markets. In this study, sales performance is indicated by 3 factors: sales growth, customer retention, and profitability.

Cai (2023) stated that the current market for online fashion retail continues to expand. After opening online stores, fashion retailers also see an increase in international sales. Cai also mentioned that the current trend among fashion brands is to establish both offline and online stores, as this can help the retailers expand their market.

Despite rapid expansion, other businesses also face some financial challenges, leading to bankruptcy and closure of their operations. Sudarman and Lailla (2023) mentioned that ineffective strategy implementation can also lead to poor sales performance. In a similar study, Rico et al. (2024) explained that companies with poor sales performance often struggled to pay suppliers and taxes on time, and some even faced bankruptcy.

Ali, E. and Ali, N. (2023) reported that the majority of the respondents (90%) experienced a decline in sales in 2020. In contrast, the situation improved in 2021, with nearly half of the respondents (45%) reporting an increase in sales, 46% indicating no change, and only 9% continuing to experience a decrease. These findings highlight

the varied sales performance among MSMEs in Cotabato City, showing that while some businesses recovered and achieved growth, others remained stable or continued to face challenges.

To address these sales challenges, studies suggest that businesses must apply competitive marketing activities. Ahmad et al. (2023) found that focusing on the 7 P's marketing strategies and knowing how a business presents itself had a strong impact on increasing sales. In addition, Gautam (2020) explained that the marketing mix is a set of tools used to promote and sell products by placing them in the right market, at the right price, and at the right time.

Several studies investigate how marketing strategies affect sales performance; most studies focus on large brands, big cities, or e-commerce platforms. However, there is an apparent lack of research on small, local fashion retailers, particularly in smaller cities such as Cotabato City. This study aims to determine the extent of marketing strategies used and the extent of sales performance among fashion stores in Cotabato City. It also seeks to determine which among the 7Ps marketing strategies can significantly influence the sales performance of fashion stores in Cotabato City.

The findings of this research will serve as a valuable reference for fashion store owners and managers by highlighting the importance of strategic marketing in improving sales outcomes. Ultimately, this study aims to encourage local businesses to focus on effective marketing strategies, thereby increasing sales, customer loyalty, and profitability. This study will contribute to research by offering insights into the influence of marketing strategies on sales performance. It will focus on how these strategies influence fashion stores, thereby deepening understanding of their effectiveness in this sector.

REVIEW OF RELATED LITERATURE

This section reviews the literature from previous studies that supports the key elements relevant to this study. This section also discusses the 7Ps marketing mix elements as crucial strategies in driving organizational outcomes. It also explores sales performance as a key measure of business success.

Marketing strategies play an important role in improving business performance, and one of the most commonly used frameworks is the 7Ps of the marketing mix: product, price, place, promotion, people, process, and physical evidence. Mahohoma and Agbenyegah (2024), who studied small retailers in South Africa, found that managing each of the 7 P's helped small businesses improve their operations and stand out in crowded markets. Based on a study by Isololipu & Hardianto (2022), product as one of elements in marketing mix plays important role, along with price, place, and promotion in creating the best offer to customers. The study of Salem (2024) mentioned that pricing strategies such as discounts, premium pricing, value-based pricing, and skimming pricing play crucial roles in shaping consumer perceptions of product value, quality, and brand equity. Jelimo, Jemaiyo, & Nyiva (2024) said that place or distribution is a set of interdependent organizations involved in the process of making a product available for use or consumption by consumers. According to the study of Ayenew (2023), promotion strategy can be considered as a process whereby information about the organization's products or services is encoded into a promotional message for delivery to the customer. Gautam (2020) said that the company's employees are important in marketing because they are the ones who deliver the service to clients. Işoraitė (2021) mentioned that a process is a set of procedures and operations performed in a certain sequence to provide a service. Asiegbu, Igwe, & Akekue-Alex (2012) said that physical environment includes the appearance of physical structure landscaping, vehicles, interior furnishing, equipment, uniforms, signs, printed materials and other visible cues that provide evidence of service quality.

Sales performance refers to how well a business achieves its sales goals over time. It often includes key indicators like sales growth, customer retention, and profitability. Bibi et al. (2019) found that a combination of branding, product appeal, and consistent customer engagement often leads to better sales performance. A study by Uzo and Adigwe (2022) focused on Nigerian fashion startups and emphasized that clear branding and targeted promotions contributed to their sales growth. Mahmoud and Hinson (2016) emphasized that trust and consistent quality are key drivers of retention in fashion stores; their research showed that when customers feel valued and get consistent service, they are more likely to return. Rahman and Zaman (2019) studied small clothing brands in Bangladesh and found that profitability increased when businesses offered unique designs and controlled

inventory costs. Hailemariam (2020) states that the marketing strategy influences overall performance and marketing strategies lead to overall performance of small and medium enterprises.

THEORETICAL FRAMEWORK

This study will utilize the Extended Marketing Mix Theory by Booms and Bitner (1981). The authors expanded the original marketing mix of 4Ps (Product, Price, Place, and Promotion) by adding three more elements: People, Process, and Physical Evidence. These additions help explain how service-based businesses like fashion stores use not just products and prices but also the role of employees, service procedures, and store environment to attract and satisfy customers. The 7Ps give a more complete view of how businesses market their products and services.

The Resource-Based View (RBV) Theory by Jay Barney (1991) is the second theory to be utilized in this study. This explains that a business can gain success by using its own internal resources and strengths. These resources can be things like skilled employees, customer service, marketing tools, brand image, and store operations. According to the RBV, if these resources are valuable, rare, hard to copy, and well organized, they can give the business a strong advantage.

According to Bledy, Ali, & Ibrahim (2018), Dynamic Capabilities (DC) are processes that enable an organization to reconfigure its strategies and resources to achieve sustainable competitive advantages and superior performance in a rapidly changing environment. The authors also mentioned that the Dynamic Capabilities (DC) theory was derived from the Resource-Based View (RBV) theory and compensated for that theory's shortcomings when it came to explaining sustainable competitive advantage and superior performance in a dynamic environment.

Research Questions

This study aims to examine the current extent of marketing strategies and sales performance among selected fashion stores in Cotabato City and to determine the extent to which marketing strategies influence sales performance. Specifically, it seeks to answer the following research questions:

1. What is the extent of marketing strategies of fashion stores in Cotabato City in terms of:
 - a) Product strategy
 - b) Price strategy
 - c) Place strategy
 - d) Promotion strategy
 - e) People strategy
 - f) Process strategy
 - g) Physical Evidence strategy
2. What is the extent of sales performance of fashion stores in Cotabato City in terms of:
 - a) Sales Growth
 - b) Customer Retention
 - c) Profitability
3. Which among the marketing strategies significantly influence the sales performance of fashion stores in Cotabato City?

CONCEPTUAL FRAMEWORK

Figure 1 shows the relationship between the key variables in this study—marketing strategies – product, price, place, promotion, people, process, and physical evidence strategies (independent variables) of fashion stores and their influence on sales performance (dependent variable). The study aims to determine whether the independent variable significantly influences the dependent variable by employing simple linear regression analysis, which helps assess the strength and direction of the relationship between the two variables.

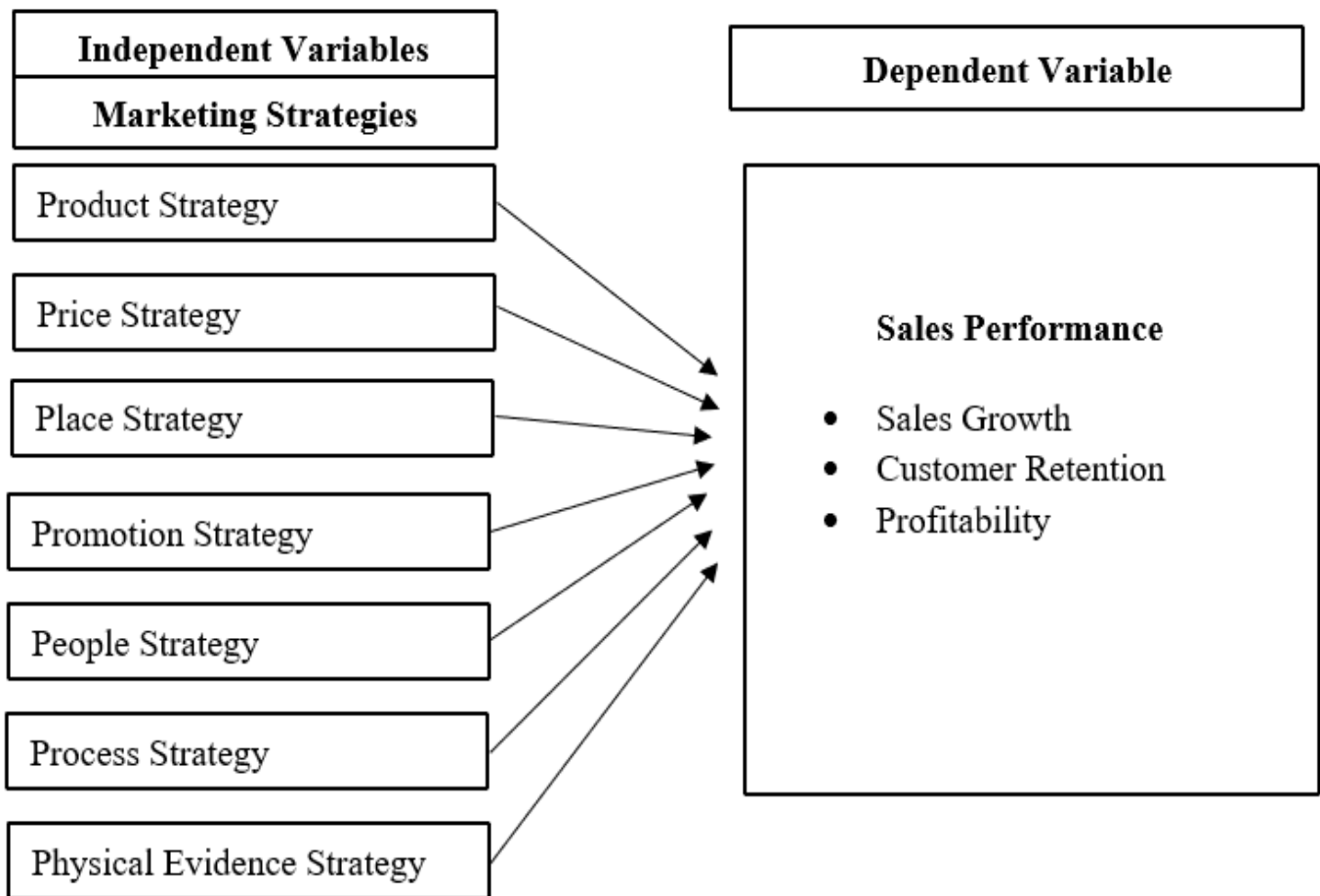


Figure 1. Schematic Diagram of the Conceptual Framework

METHODOLOGY

Research Design

This study employed a quantitative correlational research design to systematically collect and analyze numerical data, aiming to provide an accurate description and relationships of marketing strategies and sales performance under study. The primary objective is to examine the influence between marketing strategies and their impact on sales performance among fashion stores in Cotabato City. To achieve this, data was collected through a structured survey questionnaire administered to selected respondents.

Locale

This study was conducted in various fashion stores located in Cotabato City, within the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), Philippines. Cotabato City is recognized for its diverse selection of fashion establishments and plays a significant role in the retail landscape of the Bangsamoro Region.

Population and Sampling

The target respondents of this study are 150 owners, managers, or supervisors of fashion stores in Cotabato City who have operated for at least 3 years, and have business permits and licenses to operate. This study used purposive sampling as its sampling technique. According to Friday & Leah (2024), purposive sampling procedures are used in most research papers because they are found in any research paradigm and help in ensuring that quality sample is located without biases so as to increase the reliability and trustworthiness of the findings. A study of Memon, et al. (2020) emphasized that a carefully selected small sample (150 and above) is more meaningful than a blindly selected large sample (300 and above). This study shows that 150 respondents are more sufficient than a larger sample.

Data Collection

The researcher visited each selected fashion store and approach the store managers, assistants, or owners. Before conducting the survey, the researcher sought verbal permission and present the informed consent form. If the respondent agrees to participate, the survey questionnaire will be provided for them to complete.

Instrument

This study utilized a survey questionnaire as the primary tool for data collection. The questionnaire is composed of two main sections. The first section gathers the respondents' demographic and business profile, and the second section is divided into two parts: the first part focuses a 5-point Likert scales questions on marketing mix strategies, covering the seven Ps—product, price, place, promotion, people, process, and physical evidence; the second part consists of 5-point Likert scale questions designed to measure sales performance. Part 1 of the questions (marketing strategies) were adopted from Hailemariam (2020), while the Part 2 was adapted from various sources. Questions about Sales growth were adapted from Singh & Venugopal (2015) and Rodrigo & Turnes (2019). Questions about Customer Retention were adapted from Zeithaml, Berry & Parasuraman (1996) and Oliver (1997). Finally, questions about Profitability were adapted from Kaplan & Norton (1996) and Narver & Slater (1990).

Analysis

This study employed multiple linear regression analysis to determine the influence of the marketing strategies (7 independent variables) on sales performance (1 dependent variable). According to Field (2018), linear regression is a reliable method for examining the predictive relationship between two continuous variables.

Validity and Reliability

The reliability and validity of the questionnaire were been checked by the chosen validators of the researcher, and by conducting pilot testing and ethical review to the Research and Ethics Committee. Cronbach's Alpha was used to determine the reliability of the study.

Ethical Considerations

Before gathering data, the researcher got the right permissions from the right people. Participants were informed of the study's purpose, scope, and procedures, and informed consent was secured to guarantee voluntary participation. Respondents were also told that they could leave the study at any time without any consequences.

The researcher upheld confidentiality and anonymity by guaranteeing that no personally identifiable information was revealed. To protect the identities of the participants, all of the data that was collected was carefully handled, stored safely, and only reported in aggregate form.

The researcher also made sure that no one was forced, lied to, or hurt in any way, whether it was physically, mentally, or emotionally. All of the information that was collected was only used for academic and research purposes. To protect intellectual integrity and avoid any kind of plagiarism, all sources were properly cited and credited.

The researcher also utilized the use of AI-powered tools, such as Grammarly, QuillBot, and ChatGPT for grammar enhancement, and paraphrasing. These tools help this study improve its contents.

Disclosure of Conflict of Interest

In accordance with the ethical guidelines for graduate research under the Master of Business Administration program, I hereby declare that I have no known or perceived conflicts of interest that could have affected the conception, design, execution, analysis, or reporting of this thesis, "The Influence of Marketing Strategies on the Sales Performance of Fashion Stores in Cotabato City."

I certify that I have no proprietary, commercial, or financial stake in any of the fashion retailers, companies, or people mentioned in this study. Organizations or stakeholders whose operations may be impacted by the

research's conclusions have not given me any kind of payment, funding, sponsorship, discounted services, or material support. Furthermore, I maintain no personal or professional affiliations, including employment, consultancy, advisory roles, or familial relationships, that could create bias or raise questions regarding the independence of the study. All interactions with respondents and participating establishments were conducted solely for academic purposes, following principles of impartiality and confidentiality.

By making this disclosure, I affirm my dedication to openness, academic honesty, and conducting research ethically as required by the institution's graduate studies policies.

RESULTS

This chapter presents, analyzes, and interprets the findings of the study. This chapter consists of results about the parts of the survey: (1) Marketing Strategies, and (2) Sales Performance.

Table 1. Marketing Strategies

Items	Mean	SD	Interpretation
Product strategy	4.08		Agree
We provide different kinds of products.	4.09	.851	Agree
Our products are efficient in meeting customer expectations.	4.22	.767	Agree
We provide better quality products based on our customers' needs and wants.	4.41	.697	Agree
We introduce new products based on customer's needs.	4.26	.781	Agree
We use effective product package	4.15	.683	Agree
We build our brand positioning by providing a distinctive service quality.	3.83	.862	Agree
We provide additional service with main products	3.61	1.002	Agree
Price strategy	3.89		Agree
Our pricing strategy pays attention the competition to act accordingly.	3.88	1.074	Agree
The new product pricing strategy encourages customers willing to try new products easily.	4.27	.694	Agree
Our enterprise offering price discounts.	4.14	.875	Agree
The price charged are commensurate to the quality of service offered.	4.28	.743	Agree
We provide products with facilitates credit terms.	2.88	1.404	Neutral
Place strategy	4.09		Agree
Our Placing strategy is able to give location benefits to customers.	4.09	.814	Agree
Our Placing strategy is able to serve our customers well in time	4.19	.798	Agree
Our Placing Strategy is efficient to gain market share	4.00	.859	Agree
Promotion Strategy	3.80		Agree
Our enterprise uses different advertising media to promote our products.	3.87	1.008	Agree
Our enterprise offers various sales promotions such as gifts, free samples, discounts etc.	3.85	.932	Agree
Our enterprise uses Public Relation promotions to create good image.	3.75	.991	Agree
Our promotional strategies help us to make direct communication with clients.	3.99	.882	Agree
Participating on exhibition, trade fair, etc help us to promote our products.	3.31	1.112	Neutral
Our enterprise promotion strategy is able to inform customers about new products.	4.04	.793	Agree
People Strategy	4.41		Agree
Our enterprise has skilled man power	4.44	.700	Agree
Our enterprise has knowledge about the overall market	4.35	.687	Agree
Our staff's behavior is attractive to customer	4.44	.596	Agree
Process Strategy	4.38		Agree
Our production procedure is effective	4.39	.623	Agree
We deliver our product on time	4.37	.765	Agree

Physical Evidence Strategy	4.31		Agree
Our enterprise appearance of building is attractive to customer	4.32	.627	Agree
Our enterprise interior furniture is attractive to customer	4.33	.671	Agree
Our enterprise service provider dressing style is appropriate uniform.	4.29	.649	Agree
Grand Mean	4.07		Agree

Mean	Interpretation	Equivalent
4.50-5.00	Strongly Agree	Highly Extensive
3.50-4.49	Agree	Extensive
2.50-3.49	Neutral	Moderately Extensive
1.50-2.49	Disagree	Somehow Extensive
1.00-1.49	Strongly Disagree	Not Extensive

Table 1 presents the assessment of respondents on various marketing strategies using mean and standard deviation, with a grand mean of 4.07 (SD = 0.826), interpreted as “Agree”. The results show that all marketing strategies – product, price, place, promotion, process, people, and physical evidence – each has an Agree interpretation, equivalent to Extensive, with mean scores of 4.08, 3.89, 4.09, 3.80, 4.38, 4.41, and 4.31, respectively. The results show that all the 7Ps marketing strategies are extensive – these strategies are widely implemented among fashion stores in Cotabato City.

Table 2. Sales Performance

Statement	Mean	SD	Interpretation
Sales Growth	4.01		Agree
Our store has experienced an increase in sales over the past 12 months.	4.03	.732	Agree
Monthly revenue has consistently grown compared to the previous year.	4.00	.786	Agree
We are achieving higher sales targets each quarter.	4.03	.772	Agree
Our customer base has expanded, contributing to sales growth.	3.95	.775	Agree
Promotions and campaigns have positively influenced our sales results.	4.04	.785	Agree
Customer Retention	4.36		Agree
Repeat purchases from loyal customers contribute significantly to our sales.	4.47	.652	Agree
Satisfied customers often recommend our store to others.	4.47	.621	Agree
Customer feedback has helped us improve and maintain good sales.	4.27	.843	Agree
We have a stable base of returning customers.	4.24	.739	Agree
Good customer service has led to an increase in our store's sales.	4.35	.675	Agree
Profitability	4.08		Agree
Our profit margin has improved over the past year.	4.08	.728	Agree
Marketing strategies have led to higher returns on investment.	4.05	.722	Agree
Operational costs have been managed effectively without affecting sales.	4.26	.755	Agree
Sales revenue has consistently exceeded our monthly targets.	4.02	.755	Agree
We have seen an increase in net income after marketing efforts.	3.99	.786	Agree
Grand Mean	4.15		Agree

Mean	Interpretation	Equivalent
4.50-5.00	Strongly Agree	Highly Experienced
3.50-4.49	Agree	Experienced
2.50-3.49	Neutral	Moderately Experienced
1.50-2.49	Disagree	Somehow Experienced
1.00-1.49	Strongly Disagree	Not Experienced

Table 2 presents the level of sales performance in terms of sales growth, customer retention, and profitability, with a grand mean of 4.15 (SD = 0.742), interpreted as “Experienced”. The results show that all marketing

strategies – product, price, place, promotion, process, people, and physical evidence – each has an Agree interpretation, equivalent to Experienced, with a mean scores of 4.01, 4.36, and 4.08, respectively. This means that all indicators of sales performance – sales growth, customer retention, and profitability – are being experienced by the fashion stores in Cotabato City. The discussion below focuses only on the extent of each indicators of sales performance among fashion stores in Cotabato City.

Table 3. Pearson Correlation Coefficient

Variable	Pearson r	Significance (p-value)	Interpretation
Product Strategy	.415	.000	Moderate Positive Relationship
Price Strategy	.295	.000	Weak Positive Relationship
Place Strategy	.400	.000	Moderate Positive Relationship
Promotion Strategy	.291	.000	Weak Positive Relationship
Process Strategy	.329	.000	Moderate Positive Relationship
People Strategy	.438	.000	Moderate Positive Relationship
Physical Evidence Strategy	.401	.000	Moderate Positive Relationship

The results of the correlation analysis showed that Sales Performance was significantly linked to all the independent variables included in the study. Given these significant connections, the data meet the preliminary requirement for further analysis, allowing the researcher to move forward with multiple regression analysis to explore the predictive influence of the independent variables on Sales Performance.

Table 4. Regression Table

Model	Unstandardized B Coefficients	Standardized Beta Coefficients	p-value	R square	Interpretation
(Constant)	11.270		.047	.383	Significant
Product Strategy	.360	.190	.025		Significant
Price Strategy	.063	.028	.755		Not Significant
Place Strategy	.597	.177	.039		Significant
Promotion Strategy	.107	.061	.479		Not Significant
People Strategy	1.247	.273	.001		Significant
Process Strategy	.738	.126	.094		Not Significant
Physical Evidence Strategy	.519	.115	.151		Not Significant

Constant = Sales Performance

Regression Model: Sales Performance = 11.270 + (Product Strategy x .360) + Place Strategy x .597) + (People Strategy x 1.247)

The table above presents the regression analysis examining the influence of the 7Ps of the marketing strategies on Sales Performance. Based on the results, there are only three strategies that have a significant influence on sales performance – Product, Place, and People Strategies. The results reveal that People Strategy has the most substantial effect compared to other marketing strategies, underscoring the importance of human resource management, staff competence, and customer engagement in driving sales outcomes. The other four strategies: Price, Promotion, Process, and Physical Evidence Strategies, show no significant influence on sales performance. The multiple regression analysis was conducted to examine the effect of marketing mix strategies on sales performance. The model produced an R² value of 0.383, indicating that approximately 38.3% of the variation in sales performance is explained by the combined influence of product, price, place, promotion, process, people, and physical evidence strategies, while the remaining 61.7% is attributable to other factors not included in the model. This suggests a moderate explanatory power, meaning that while the strategies significantly contribute to sales performance, other external factors may also influence sales outcomes.

Overall, the results highlight that fashion retailers should prioritize strategies that directly affect customer engagement, product value, and store accessibility, while maintaining complementary strategies such as competitive pricing, promotions, efficient processes, and appealing physical environments.

DISCUSSION

The first problem is the extent of marketing strategies among Fashion Stores in Cotabato City. The results show that all 7Ps marketing strategies are Extensive. This result was supported by some previous studies.

In product strategy, Taeim and Kyuhwa (2010) stated that in Korea, fashion companies actively pursue new products as a main strategy—they don't just update styles now and then; they're always working on something fresh.

In price strategy, Mao (2023) also stated that online fashion retailers often implement a two-step price drop strategy when they're selling clothes. This approach shows how retailers play around with prices over time, always trying to balance making a profit with clearing out stock.

In place strategy, Bai et al. (2024) emphasized that many fashion firms entering the Chinese market employ multi-channel retailing strategies - these firms expand their distribution networks by combining physical stores with other channels, such as partnerships with local distributors and online platforms.

In promotion strategy, Wei (2024) highlighted that fashion businesses are increasingly shifting their promotional efforts toward new media platforms. These platforms offer consumer-friendly ways of distributing product information, enabling more direct and interactive communication with potential customers.

In people strategy, Taeim and Kyuhwa (2010) also highlighted the strategic utilization of human resources in the Korean fashion industry. This structured approach demonstrates how investing in specialized personnel allows fashion brands to respond rapidly to market trends, maintain design innovation, and strengthen their competitive advantage.

In process strategy, Adan and Ramos (2023) emphasized that technological and technical developments over the past 40 years have transformed the fashion industry, allowing the adoption of innovative methods and optimized processes that increase productivity and responsiveness to market trends.

Finally, in physical evidence, Pawar and P. (2025) highlighted that contemporary retail experiences are increasingly evaluated based on a combination of tangible and sensory factors, including ambiance, staff behavior, lighting, security, parking facilities, and overall store aesthetics.

The second problem is the extent of sales performance among Fashion Stores in Cotabato City. The results show that all indicators of sales performance – sales growth, customer retention, and profitability, are being Experienced by the fashion stores in Cotabato City. This result was supported by some previous studies.

In sales growth, Fadhila, Permadi, and Tahalea (2024) highlighted that the fashion e-commerce market in Indonesia has experienced substantial growth over the past five years, driven by increased internet penetration, widespread smartphone adoption, and a growing middle class with higher disposable income.

In customer retention, Rachman, Efawati, and Daniswara (2025) highlighted the evolving nature of loyalty strategies in the fashion industry. They emphasized that modern fashion retailers increasingly adopt personalized engagement practices, membership programs, and targeted communications to enhance customer satisfaction and encourage repeat patronage.

Finally, in profitability, Meskini et al. (2026) observed that the fast fashion industry consistently demonstrates higher weighted average net profit margin ratios compared to the sustainable fashion sector. This suggests that fast fashion companies, by optimizing production processes, leveraging economies of scale, and rapidly responding to market trends, are able to generate stronger profit margins.

The last problem is the significant influence of marketing strategies on sales performance of Fashion Stores in Cotabato City. The results show that there are only three strategies that has a significant influence on sales performace. These strategies are the following: Product strategy, Place strategy, and lastly, the most dominant

factor – People strategy. The remaining four strategies: Price strategy, Promotion strategy, Process strategy, and Physical Evidence strategy, has no significant influence on sales performance.

For product, place, and people strategies that has significant influence on sales performance, this result was supported by some previous studies. Ndumia, Ng'ang'a, and Kabata (2020) demonstrated a positive relationship between product strategy and sales performance, indicating that businesses prioritizing product quality, variety, and differentiation are more likely to achieve better sales outcomes. Ines (2025) concluded that Place Strategy shows significant correlations with store performance and sales indicators, highlighting that accessible store locations, optimal distribution, and competitive pricing boost business visibility and profitability. Finally, Ali, Ameen, and Tirwanshi (2024) concluded that People Strategy significantly influences sales performance. Their study also demonstrated that, among various marketing strategies, People Strategy has the highest level of influence on sales, as shown by approval ratings and empirical results.

For price, promotion, process, and physical evidence strategies that has no significant influence on sales performance, this result was supported by some previous studies. Ebuzoeme (2024) stated that price alone does not strongly impact retail sales performance when consumers prioritize product quality, brand image, and innovation. Gupta, et al. (2020) argued that promotions are only effective when they address relevant customer motivations and create real engagement. Heizer, Render, and Munson (2020) also noted that process improvements are essential for operational excellence but only indirectly relate to sales performance through factors like service quality and customer satisfaction. Finally, Wakefield and Blodgett (1996) found that store atmosphere can impact consumer feelings and attitudes, which may indirectly shape behavior, but improvements in ambiance alone are not enough to ensure higher sales.

REFERENCES

1. Adan, J. L., & Ramos, R. G. (2023). Promotional Strategies and Consumers' Purchase Intention on Garment Bazaar Retailers. *Open Journal of Business and Management*, 613–645.
2. Ahmad, M. F. B., Harun, M. H. B., Chasmen, H. S. B., Hashim, A. H. B., & Kanapathipillai, K. (2023). The effect of service marketing mix on sales performance: The case of an insurance company in Perak, Malaysia. *European Journal of Management and Marketing Studies*, 8(2). <https://doi.org/10.46827/ejmms.v8i2.1506>
3. Ali, E. C., & Ali, N. C. (2023). Business Continuity Plan of the Micro and Small Enterprises in Cotabato City during the COVID-19 Pandemic and Its Effect to Business Performance. *European Journal of Business and Management Research*, 124–127.
4. Ali, K. A., Ameen, A. A., & Tirwanshi, K. F. (2024). The Impact of Marketing Strategy on the Sales Performance: A study of Micro and Small enterprises' owners. *International Review of Communication and Marketing Mix*, 65–86.
5. Asiegbu, I. F., Igwe, P., & Akekue-Alex, N. (2012). Physical Evidence and Marketing Performance of Commercial Airlines in Nigeria. *American International Journal of Contemporary Research*, 136–149.
6. Ayenew, Y. Y. (2023). Promotional Strategy and Organizational Performance: Source from Systematic Review Literature. *American Journal of Theoretical and Applied Business*, 75–85.
7. Bai, H., Shi, J., Song, P., McColl, J., Moore, C., & Fillis, I. (2024). Localised multiple channel distribution strategies of luxury fashion retailers - Evidence from China. *Journal of Fashion Marketing and Management*, 1–36.
8. Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
9. Bibi, M., Khan, M. N., & Abrar, M. (2019). The role of store attributes in influencing customer buying behavior: Evidence from Pakistan's fashion retail. *Cogent Business & Management*, 6(1), 1569340. <https://doi.org/10.1080/23311975.2019.1569340>
10. Bledy, A., Ali, A. H., & Ibrahim, S. B. (2018). Dynamic Capabilities Theory: Pinning Down a Shifting Concept. *Academy of Accounting and Financial Studies Journal*, 1–16.
11. Booms, B. H., & Bitner, M. J. (1981). Marketing strategies and organizational structures for service firms. In J. H. Donnelly & W. R. George (Eds.), *Marketing of Services* (pp. 47–51). American Marketing Association.

12. Cai, C. (2023). Effects of Online and Offline Stores on Apparel Brand Performance. *Proceedings of the 7th International Conference on Economic Management and Green Development*, 54–60.
13. Ebuzoeme, F. C. (2024). Marketing Strategies and Sales Performance of a Manufacturing Company. *International Journal of Current Science Research and Review*, 7190–7198.
14. Fadhila, H. L., Permadi, V. A., & Tahalea, S. P. (2024). Optimising the Fashion E-Commerce Journey: A Data-Driven Approach to Customer Retention. *Knowledge Engineering and Data Science (KEDS)*, 58–70.
15. Field, A. (2018). *Discovering Statistics Using IBM SPSS Statistics* (5th ed.). SAGE Publications.
16. Friday, N., & Leah, N. (2024). Types of Purposive Sampling Techniques with Their Examples and Application in Qualitative Research Studies. *British Journal of Multidisciplinary and Advanced Studies*, 90–99.
17. Gautam, P. (2020). Understanding The Marketing Mix. *International Journal of Research and Analytical Reviews (IJRAR)*, 582–585.
18. Gupta, S., Galliar, D., Rudd, J., & Foroudi, P. (2020). The impact of promotional strategies on marketing performance and competitive advantage. *Journal of Business Research*, 113, 209–229.
19. Hai, D. M. (2023). Sales Performance assessment: A theoretical overview. *International Journal of Advanced Multidisciplinary Research and Studies*, 1274–1281.
20. Hailemariam, S. (2020). The Effect of Marketing Strategy on Micro and Small Enterprises Sales Performance: Evidence From Service Sector in Addis Ababa, In the Case of Kirkos Subcity. *St. Mary's University School of Graduate Studies Department of Marketing Management*, 1–77.
21. Heizer, J., Render, B., & Munson, C. (2020). *Operations Management: Sustainability and Supply Chain Management*. Pearson.
22. Ines, M. M. (2025). The Impact of Marketing Strategies on Sales Performance: An Analysis of the 4Ps among OTOP Entrepreneurs. *International Journal of Research and Innovation in Social Science (IJRISS)*, 4464–4475.
23. Isololipu, K., & Hardianto, A. W. (2022). Analysis of Product Strategy to The Business Growth of Small Medium Enterprises. *Jurnal Administrasi Bisnis*, 13–20.
24. İşoraitè, M. (2021). 7P Marketing Mix Literature Review. *International Journal of Trend in Scientific Research and Development (IJTSRD)*, 1586–1591.
25. Jelimo, N., Jemaiyo, D. B., & Nyiva, D. M. (2024). Relationship between Place strategy and Organizational Performance of Maize Seed Companies in Kenya. *British Journal of Marketing Studies*, 56–68.
26. Kaplan, R. S., & Norton, D. P. (1996). *The Balanced Scorecard: Translating Strategy into Action*. Harvard Business Press.
27. Mahmoud, M. A., & Hinson, R. E. (2016). Market orientation, innovation and corporate social responsibility practices in Ghanaian telecommunication firms. *Social Responsibility Journal*, 12(4), 655–670. <https://doi.org/10.1108/SRJ-02-2015-0022>
28. Mahohoma, W., & Agbenyegah, A. (2024). Exploring the influence of marketing mix elements on business performance of small retail enterprises in Durban. *Academy of Marketing Studies Journal*, 28(1), 1–12.
29. Mao, Y. (2023). Pricing Strategy for Fashion Retailers Considering Anticipated Regret. *Proceedings of the 2023 International Conference on Finance, Trade and Business Management*, 4–13.
30. Memon, M. A., Ting, H., Cheah, J.-H., Thurasamy, R., Chuah, F., & Cham, T. H. (2020). Sample Size For Survey Research: Review And Recommendations. *Journal of Applied Structural Equation Modeling*, i–xx.
31. Meskini, M., Mahmud, T. S., Ray, S., Richter, A., Sithi, T. T., & Ng, K. T. (2026). Sustainability, profitability, and resiliency of the fast fashion industries during a pandemic. *Energy & Environment*, 266–281.
32. Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, 54(4), 20–35. <https://doi.org/10.1177/002224299005400403>
33. Ndumia, S. W., Ng'ang'a, W., & Kabata, D. D. (2020). Marketing Strategy Influence On Sales Performance Of Registered Commercial Printing Firms In Nairobi. *International Academic Journal of Human Resource and Business Administration*, 113–132.
34. Oliver, R. L. (1997). *Satisfaction: A Behavioral Perspective on the Consumer*. McGraw-Hill.

35. Pawar, R. V., & P, D. S. (2025). The Impact of Physical Evidence on Consumer Behaviour: A Comparative Study of Leading Clothing Retail Brands in Karnataka. *International Journal of Research Publication and Reviews*, 4359–4366.
36. Rachman, A., Efawati, Y., & Daniswara, M. D. (2025). The Effectiveness of Loyalty Programs in Driving Customer Retention in Fashion Retail: A Systematic Literature Review. *International Journal Administration, Business & Organization*, 106–113.
37. Rahman, M. M., & Zaman, K. (2019). Determinants of profitability in fashion retail: Evidence from Bangladesh. *International Journal of Retail & Distribution Management*, 47(10), 1025–1042. <https://doi.org/10.1108/IJRDM-05-2018-0080>
38. Rico et al. (2024). Turnaround, decline, and strategic posture of SMEs: Empirical evidence. *Journal of the Knowledge Economy*.
39. Rodrigo, M. R., & Turnes, P. (2019). Retail sales performance and its determinants. *Journal of Retail Marketing*, 8(1), 34–49.
40. Salem, R. (2024). Effectiveness of Pricing Strategies on Consumer Perceptions in Qatar. *International Journal of Marketing Strategies*, 24–34.
41. Singh, A., & Venugopal, K. (2015). The impact of marketing mix on customer satisfaction and sales performance. *International Journal of Sales & Marketing Management*, 4(2), 10–18.
42. Sudarman, D., & Lailla, N. (2023). The Influence Of Marketing Strategy And Marketing Mix On Marketing Performance Of Ready To Drink Beverages Through Brand Image. *International Journal of Professional Business Review*, 1–15.
43. Taeim, H., & Kyuhwa, C. (2010). A Study on the Characteristics of Strategies and Fashion Styles in Fast Fashion. *Journal of Fashion Business*, 21–34.
44. Uzo, U., & Adigwe, P. (2022). Fashion entrepreneurship and growth strategies in Nigeria: A qualitative study. *Journal of Fashion Marketing and Management*, 26(4), 612–628. <https://doi.org/10.1108/JFMM-01-2022-0007>
45. Wakefield, K. L., & Blodgett, J. G. (1996). The Effect of the Servicescape on Customers' Behavioral Intentions in Leisure Service Settings. *Journal of Services Marketing*, 10, 45–61.
46. Wei, S. (2024). Analysis of New Media Marketing Strategies in the Fast Fashion Industry. *Journal of Education, Humanities and Social Sciences*, 452–459.
47. Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of Marketing*, 60(2), 31–46. <https://doi.org/10.1177/002224299606000203>