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The Effect of Value Chain Management on the Marketing Performance of Fast-Food Companies in the South West Region, Cameroon

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Abstract

The quest for customer satisfaction in an increasingly competitive market space has raised concerns that have prioritised the value-creation activities of companies. This study analyses the contribution of value chain management to the marketing performance of fast-food companies in the South West Region of Cameroon. It collects primary data from employees involved in the value creation activities of the companies through a cross-sectional survey. Purposive sampling was used to constitute a pool of 150 respondents to whom a structured questionnaire was administered. The data was analysed using robust regression analysis. The findings indicate that, while all the factors of the five-force model positively contribute to the marketing performance of the companies, outbound logistics and marketing and sales activities contribute more than inbound logistics, operations and services. Fast-food companies should therefore focus more on outbound logistics, marketing and sales activities to increase their market share, meet customers' expectations and consequently influence them to make favourable repurchase decisions.

Keywords: Value Chain Management Activities, Five Force Model, Marketing Performance, Customer Satisfaction, Fast-Food Companies, South West Region, Cameroon

Introduction

The rhetoric about rising competitive pressures on companies in the 21st century is a point of contention in academic and professional forums. However, while significant effort has already been made, much more is still necessary as rising competitive pressures continue to force companies out of their comfort zones. Even when companies make an effort to build a competitive advantage and reach an attractive position in the market, the greater challenge is how to sustain that move and remain profitable. This has been the centre of debate among academicians and practising managers. The core of the debate centres on Porter's (1980) strategies. Porter's work presents two categories of strategies. While his generic strategies focus on building competitive advantage for an organisation, his value chain analysis focuses on sustaining the company's competitive advantage. The centre of discussion in this paper is on how to sustain the company's competitive position, focusing on its Marketing Performance. In recent times, companies are turning to value chain analysis as a solution to become competitive and outpace competitors in the market.

A supply chain is often described by many as the set of intermediaries linking the source of supplies and the terminal point of the materials. This follows that a supply chain is a channel through which value flows from the suppliers (sources) of materials to the final consumers of such materials. Every supply chain has three main flows, including the flow of materials, money and information. These flows can be demonstrated as in Fig. 1 below.

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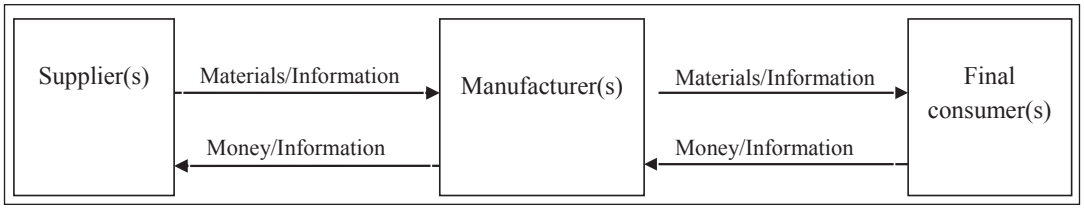

Fig. 1: Supply Chain Flows

It can be remembered that the essence of a supply chain is to ensure a smooth flow of material and information from the supplier through the organisation to the final consumer, as well as the flow of money and information from the final consumers through the organisation back to the suppliers. It is in this process that all intermediaries in the supply chain generate value and make a profit for their enterprises. From the suppliers, the value flows to the final consumers as products to satisfy their needs and wants. In return for this satisfaction, consumers pay the price and money and information flows from the final consumer through various channels to the suppliers. It follows that two types of values flow through a firm's supply chain: value in use and value in exchange. Value in use is the volume of utility that final consumers derive from the products they receive. On the contrary, value in exchange is the monetary value of the utility they get from the products that they consume. Such value in exchange flows backwards from the final consumer to the supplier through the same channel as the value in use did. Although not in all situations, one will not be wrong to think, therefore, that value in exchange is a direct reflection of value in use. The higher the value that flows through that channel, the more satisfied the customers will be. This will not only leave them willing to make repurchase decisions but will also cause them to be willing to pay more, following the theory of equity. Supply chain managers desiring to improve their supply chain performance therefore have the value chain at their disposal, as it not only focuses on efficient flow of materials and information to satisfy consumers' needs and wants, but goes further to ensure that intermediaries use their complementary capabilities and knowledge to jointly develop the resources necessary to deliver superior value to consumers. Hence, the contribution of value chain management to supply chain performance.

For practitioners, the greatest concern thus far is how this can be achieved. Porter (1985) again makes a resounding contribution, which has sustained many discussions on how to maintain a company's competitive advantage so that the company can be sure of continuous survival despite rising competitive pressures. Porter's work (Porter's value chain analysis) presents a model carefully analysed into main and support parameters, as we find in Fig. 2.

Fig. 2: Porter's Value Chain Model

To establish the relationship between each activity in the model and customer satisfaction, Porter (1985) states that competitive advantage is not about trouncing rivals, but about creating superior value resulting from sustainably higher prices, lower costs or both. This is where his value chain analysis plays a major role. The concern here is on the effect of these activities on prices and/or costs to an organisation.

Inbound logistics, to begin with, captures all logistic activities relating to the acquisition of materials and actually getting them on site for operations to begin. It includes the processes required to order, transport, receive, store and manage incoming supplies into an organisation. Value chain management at this level focuses on effectively and efficiently carrying out these activities to ensure that the organisation can meet customers' needs on time at a higher profit margin by reducing costs and/or sustaining higher prices. On this count, Querin and Göbl (2017) conducted a study on the connection between logistics, customer service and customer Satisfaction levels. Their survey of empirical studies tested hypotheses using analysis of variance, concluding that logistics plays a significant role in the customer experience and retention, both directly and indirectly. On the same count, Swandani et al. (2018) took an interest in finding out how the implementation of the value chain achieved competitive advantage and cost drivers on primary activities and support activities at PT Makassar Agirsarana Utama (PT MAU) Naoetsu, Japan. They also found evidence to conclude that, by using value chain analysis, the companies cannot eliminate such activities because they are necessary for cost reduction (consisting of labour costs, machine rental costs, container rental costs, office travel costs and consumption costs). While affirming these findings on the one hand, Khan and Rattanawiboonsom (2020) establish that inbound logistics capabilities are negatively associated with intangible firm performance, e.g. customer satisfaction. Similarly, the work of Odiwuor & Juma (2020) on the influence of logistics practices on customer satisfaction among public health facilities in Kisumu County, Kenya, revealed that logistics product storage management, transport management, distribution management and inventory management do not influence customer satisfaction. While appreciating these efforts thus far, the review results in greater confusion regarding the effect of logistic activities on customer satisfaction – a major parameter for the marketing performance of a company.

While operations vary from one business to another, they simply refer to how an organisation manages its internal activities to achieve efficiency. This is like Porter's view that the process involves turning raw materials and components into finished products. To explore the operational activities of the fast-food industry for its implications on cost and delivery time, the Swim Lane Diagram of Castillo et al. (2020) was found to be resourceful. They differentiate the customer experience for staff and cashiers and the support process in the kitchen through a visual representation. This representation shows the interactions between customers and employees and how backstage activities and systems support these interactions. The diagram in Fig. 3 represents this demonstration.

From the diagram, it is evident that after customers enter a fast-food shop and decide on their order, it takes some time for the order to be processed and delivered before they leave the shop. Within this waiting time, the employees process the order by confirming, recording and forwarding it to the cash desk. At the cash desk, the order is received and then forwarded to the kitchen, where it is prepared. After it is prepared, it is sent back to the cash desk, where the customer's billing, payment and delivery take place. Their study finds that in a typical fast-food industry operation in Metro Manila, Philippines, the entire process takes 6.27 minutes instead of the 3.27 minutes proposed by the system. This makes it very clear that the operations system has a strong influence on supply chain performance and, of course, customer satisfaction through delivery/queuing time. While it seems classical and consumer-friendly, the sequence of activities shows that several people are involved in the processes. This also has a cost implication for the organisation. This raises the concern about the extent to which operational activities affect customer satisfaction in the fast-food industry in Cameroon.

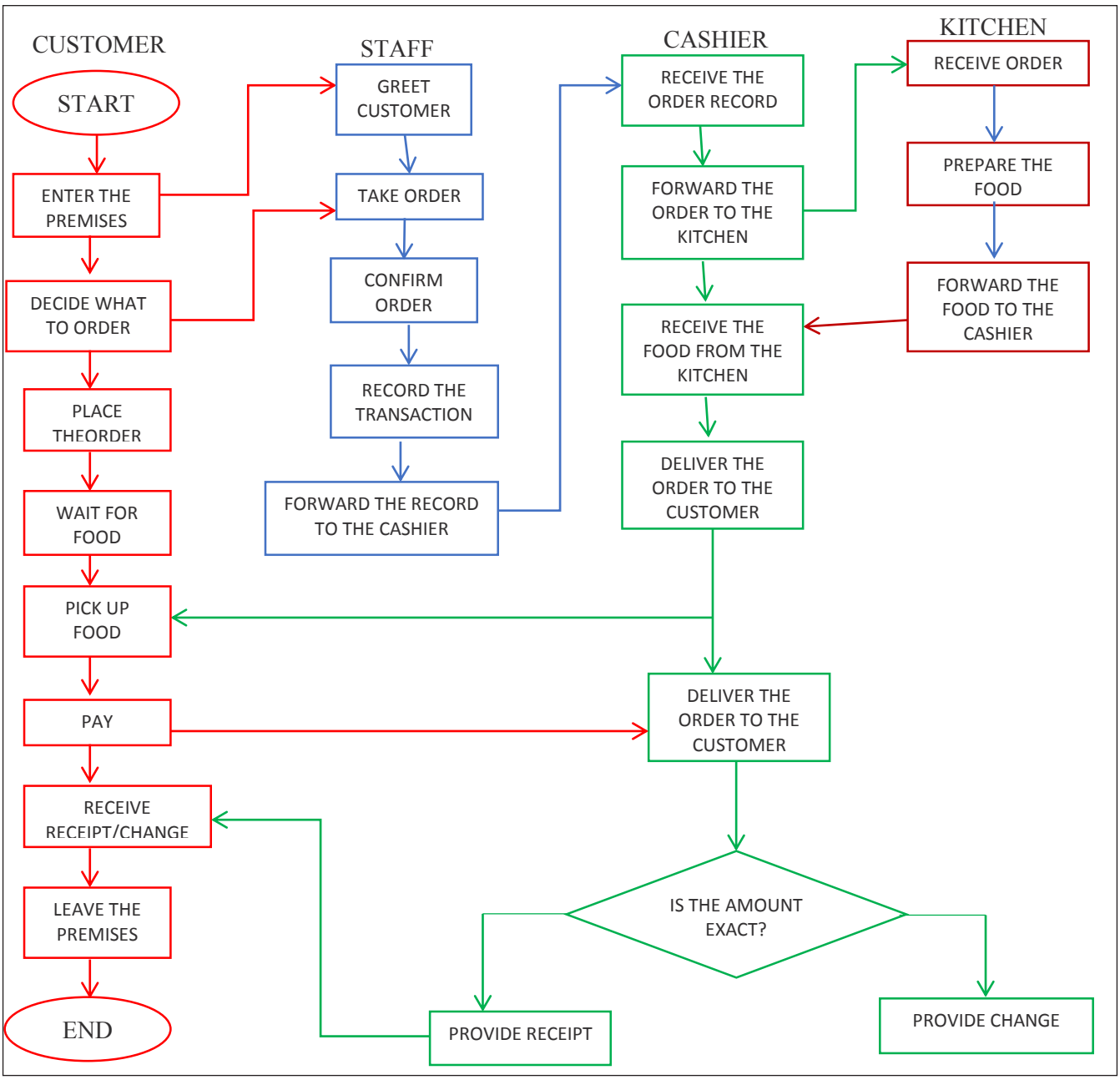

Fig. 3: Swim Lane Diagram of Castillo et al. (2020)

Research Questions

Main Research Question

Based on the above problem statement, this piece of work is out to derive an answer to the question.

How does value chain management affect the marketing performance of fast-food companies in the South West Region of Cameroon?

Specific Research Questions

- What is the effect of inbound logistics activities on the marketing performance of fast-food companies in the South West Region of Cameroon?
- To what extent do outbound logistics activities affect the marketing performance of fast-food companies in the South West Region of Cameroon?

- To what extent do operations affect the marketing performance of fast-food companies in the South West Region of Cameroon?
- How do marketing and sales activities affect the marketing performance of fast-food companies in the South West Region of Cameroon?
- In what way do service activities affect the marketing performance of fast-food companies in the South West Region of Cameroon?

Literature Review

Marketing Performance

Marketing performance refers to the effectiveness of a company's marketing strategies in achieving its business objectives. This can be measured through various metrics, including market share, sales growth, customer satisfaction, brand loyalty and brand switchover. The integration of value chain management with marketing strategies is essential for achieving these performance metrics (Kushwahan & Barman, 2010; Kotler & Keller, 2012; Nell, 2015).

Value Chain Management

Value chain management in manufacturing involves the coordination and optimisation of various activities that contribute to the production and delivery of goods. This includes managing relationships with suppliers, ensuring efficient production processes and optimising distribution channels. Research has shown that effective value chain management can lead to reduced costs, improved product quality and enhanced customer satisfaction (Christopher, 2016).

Empirical Literature

Al-Sfan, Al-Karawi and Mousa (2022) conducted an applied study in Al-Mothanna Cement Factory of the Iraqi Ministry of Industry and Minerals for the financial years 2015, 2016 and 2017. Their focus was on value chain analysis and its importance in improving the performance of processes in terms of cost, quality and time. The study utilised secondary data on the costs of Research and Development Activities, design activities, Production Activities, marketing activities, distribution activities and after-sale services to determine the total costs of value chain activities. They compared these costs with those related to non-value-adding activities. They finally concluded that value chain analysis helps distinguish value-adding from non-value-added activities by producing low-cost, high-quality products in the shortest possible time.

Sriphong, Esor and Kachonkitiya (2022) observed that although value chain management leads to competitive advantage and serves as a basis for analysing the capabilities of One Tambon One Product (OTOP) businesses in the southernmost province of Thailand, it seldom utilises the concept. So, they sought to develop and validate a causal relationship model between value chain management and business performance using empirical data, and also to determine value chain management approaches that enhance business performance. They collected primary data using 308 questionnaires issued to OTOP entrepreneurs and conducted interviews with 20 of them. The structural equation model was employed in inferential analysis, while qualitative analysis was done using content analysis. Based on the analyses, they found that Primary and support activities in the value chain had direct positive effects on business performance. Hence, management should focus on developing these and other activities to effectively provide knowledge and upgrade the business skills of OTOP entrepreneurs in Thailand.

Sirinon and Sirinon (2022) studied the value chain management that affected the competitive advantage of the community enterprise by focusing on Porter (2008) and Blanchard (2014). The research samples of 200 registered enterprise groups in Buriram province were collected through specific random sampling. Data analysis utilised frequency, percentage, mean and standard deviation, while the hypotheses were tested using multiple regression analysis. The findings revealed that procurement, outbound logistics, human resource management, the organisation's infrastructure and technological development significantly affected competitive advantage at 1% level of significance. Hence, value chain management was held responsible for 86.2% of the variations in the company's competitive advantage.

Strakova et al. (2021) presented a new approach to the generation of business models based on the assumption

that every business model generates added value through the value chain. They tested data from 354 SMEs, out of which 75 were micro-enterprises with up to 25 employees, 167 were small enterprises with 25–50 employees, and 112 were medium-sized enterprises with 50–250 employees, from the Czech Republic. The survey design used in data collection consisted of 70% contact surveys and 30% electronic surveys. In the data analysis, they employed a dimensionality reduction method known as sliced inverse regression to test the first hypothesis. They also used a General Linear Model to express the relationship between the dependent variable and a set of explanatory variables, as desired by the second hypothesis. Based on the analyses, they concluded that output logistics, marketing and sales have a positive impact on the profitability of the enterprises, while human resources management and input logistics have a negative impact. While the methods of analysis are quite outstanding, the source and type of data employed in the analyses leave worries unaddressed. Also, although the study investigated the usability of the value chain and components of the corporate environment in generating a business model, it fails to utilise previous developments, such as Porter's (1985) work on value chain analysis, in the model. This raises doubts about whether they actually examined the possibility of using the value chain to generate a business model.

Ngunjiri and Ragui (2020) analysed the effect of the value chain on competitive advantage in the insurance industry in Kenya using the Resource-Based Theory. To answer the research questions, they analysed primary data captured in line with marketing, operations, innovations and human resource management following a descriptive research design. The data was collected using questionnaires issued to two respondents from each of the 55 insurance companies using a census sampling technique. They analysed the data using both descriptive and inferential statistics and established that competitive advantage has a positive relationship with innovation, human resource management, marketing and operations. Although their study established that value chain analysis accounts for 83.4% of the variation in competitive advantage, it fails to distinguish between the primary activities and support activities, as Porter (1985) had established. In the methodology, while the validity of the data collection tool wasn't verified, the conditions warranting the use of ordinary least squares in the analysis were also not verified. This raised doubts about the reliability and validity of the results presented.

Thuku and Kombo (2019) argued that although current research in the field of strategy suggests that efficient and effective value chain management practices are critical in enhancing organisational performance, past empirical studies have not focused on these concepts in the retail outlet sector of Nakuru County in Kenya. So, they took turns investigating the effect of value chain management practices on the performance of medium and large-scale retail outlets in Nakuru County, based on the resource-based view. Primary data was collected using a correlational research design through a census study involving 43 medium and large-scale retail outlets in Nakuru County, utilising a structured questionnaire. After analysing data using multiple regression analysis, they concluded that while internal value chain activities should be the primary focus of value chain management practices in firms, all dimensions of these practices should be combined to enhance organisational performance.

Nyanaro and Deya (2018) focused on the effect of value chain management on a firm's competitive advantage in the East Africa Portland Cement Ltd., with particular interest in inbound logistics management, operational management and marketing & sales management. The descriptive research design, with the use of a structured questionnaire, was guided by the value chain theory, the resource-based view and strategic factor markets theory to collect primary data from 45 employees of the company through a stratified random sampling method. Analysis was by way of descriptive analytical tools and correlation analysis. The findings revealed that value chain management had a positive effect on the competitive advantage of the East Africa Portland Cement Ltd. Proper inbound logistics, operational management, outbound logistics management and sales and marketing logistics management influenced the way the company competed. Based on these, they commended improved product differentiation in order to increase penetration and market share.

Methodology

The study focused on the fast-food companies in the South West Region of Cameroon. This area was found suitable for the study because it has a high proportion of a youthful

population and a rising demand for a modern, fast-paced lifestyle. This has not only led to a rise in competition but also increased interest in engaging in value-adding activities by the general public. A preliminary investigation revealed that there are ten (10) actively recognised fast-food companies in this region. However, there are many individual fast-food roadside operators. Since this group is not structured or regularised, they were not considered for this study. The study adopted a cross-sectional survey research design, collecting primary data from employees involved in the value chain of the fast-food companies recognised for this study. Although the exact population size could not be known from any recognised source, the number of employees working in the value chain of the 10 fast-food companies included in the study was estimated at 270. A purposive sampling comprising of 15 employees from each of the companies (distributed as follows: three from each of the five primary activities of Porter's value chain model; inbound logistics, operations, outbound logistics, marketing and sales and service) was used in the data collection process. This made a sample of 150 respondents. The data for the study were collected using five sets of five-point Likert scale questionnaires directed towards workers in the respective value chain activities mentioned above. The following variables and measurements were helpful in this process (Table 1).

Table 1: Operationalisation of the Constructs

Sr. No.	Main Construct	Variable(s)	Measures	Justification
1	Marketing Performance	Market share	Market size relative to competitors	Kushwahan & Barman (2010); Kotler & Keller (2012) and Nell (2015).
		Customer Satisfaction	Meeting customers expectation	
		Customer Loyalty	Customers' repurchase	
		Brand Switchover	Moving across brands	
2	Value Chain Management	Inbound logistics activities	Procurement, warehousing, material handling	Porter (1985)
		Operations	Transformation processes	
		Outbound logistics activities	Warehousing, order fulfilment and transportation	
		Marketing and sales activities	Promotion and pricing strategies	
		Service activities	Customer support, repairs, maintenance and warranty services	

The ordinal data collected from the questionnaires were examined for consistency in the responses and later pooled together (using the sum of responses to items in each category) into five sample points per company, tabulated into fifty (50) sample points for analyses. The data was then analysed using ordinary least squares after verifying for normality and the presence of multicollinearity.

Data Analysis and Findings

The first step in the analysis was to verify for internal consistency in the set of items for each variable in the study. The Cronbach's Alpha based on standardised items used in this process gave a score of 0.886. According to the standard of Ahmad et al. (2024), where a Cronbach's Alpha between 0.8 and 0.9 indicates strong internal consistency, the analysis found the questionnaire to be reliable and suitable for the study.

Further into the analysis, attention was given to how the respondents viewed the items of the questionnaire. This was achieved by examining the descriptive statistics of the responses. The result can be seen in Table 2 below:

Table 2: Descriptive Statistics of the Responses

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
IBL	50	16.00	43.00	1,425.00	2.375	5.89102
O	50	23.00	43.00	1,749.00	2.915	4.76162
OBL	50	28.00	47.00	1,979.00	3.298	4,.89102
MS	50	28.00	47.00	2,020.00	3.367	4.81918
S	50	32.00	45,00	1,969.00	3.282	4.04510
MP	50	30.00	46.00	1,991.00	3.318	4.42945
Valid N (listwise)	50					

Source: Author, 2024.

Making judgement on the results presented in Table 2 based on the five-point scale adopted in the study, it reveals that while the respondents are generally neutral with the score of inbound logistics and operation activities, they are in agreement with the scores for all the other variables (outbound logistics, marketing and sales, services and the marketing performance) included in the study. With this, it was deemed reasonable to proceed with the analyses by determining if the data were normally distributed.

Test for Normality

The test for normality was conducted to determine if the data reflected a normal situation, allowing for the generalisation of the results. This was done with the help of the Shapiro-Wilk test since the sample points were not less than 50, as established by Ghasemi and Zahedi (2012). The results can be seen in Table 3 below:

Table 3: Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
IBL	0.160	50	0.003	0.973	50	0.297
O	0.114	50	0.103	0.966	50	0.152
OBL	0.234	50	0.000	0.872	50	0.000
MS	0.190	50	0.000	0.933	50	0.007
S	0.221	50	0.000	0.891	50	0.000
MP	0.149	50	0.007	0.942	50	0.016

Source: Author, 2024.

The values of the Shapiro-Wilk test in Table 3 reveal that the data with respect to inbound logistics and operations are normally distributed since their p-values are greater than 0.05. This suggested the presence of outliers in the data. In an attempt to address the issue, it was found suitable to perform the robust regression analysis since the data were found to be right-skewed. At this juncture, it was also considered to test for the presence of multicollinearity in the data.

Test for Multicollinearity

The test for the presence of multicollinearity was done with the use of the inter-item correlation between the explanatory variables, and the results are presented in Table 4 below.

Table 4: Inter-Correlation Matrix

	IBL	O	OBL	MS	S
IBL	1.000				
O	0.163	1.000			
OBL	0.230	0.684	1.000		
MS	0.197	0.732	0.720	1.000	
S	0.293	0.667	0.686	0.664	1.000

According to the standard of Gogtay and Thatte (2017), this pair-wise correlation matrix reveals a strong relationship between marketing and sales and operations (r=0.732) and between marketing and sales and outbound logistics (r=0.720). This raised the fear that the results will be falsified and hence, not good for generalisation. To further confirm the presence of multicollinearity affecting the results, the Variance Inflation Factor was included in the robust regression analysis.

Regression Results

Having verified the normality and collinearity of the data set, it was deemed adequate to perform the regression analysis. Following the fact that the data was found not to be normally distributed, the study resorted to a robust regression analysis. This was so as to handle the outliers in the data and to deal with the violation of normality. The use of a robust regression also helped in addressing heteroscedasticity (in case it would have been present) in the data, mitigate the effects of influential data points, improve the model stability and increase the predictive accuracy of the results. Following the guidance of Montgomery, Peck and Vining (2012), Kutner et al. (2004) and Draper and Smith (1981), a step-wise regression analysis was conducted wherein these three independent variables were initially left out and later introduced successively into the model. The results were also interpreted sequentially according to the models.

Model 1: analysing the effect of inbound logistics and service activities on the marketing performance of the companies.

$$MP = \beta_0 + \beta_1 IBL + \beta_2 S + \varepsilon$$

where MP stands for Marketing Performance,

IBL stands for Inbound Logistics,

S stands for Services,

β_0 is the constant term, and β_1 and β_2 are the respective coefficients of the two independent variables, and ε is the error term.

The analysis gave the results presented on Table 5 below:

Table 5: Regression Results

Model	Unstandardised Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
(Constant)	6.620	4.216	1.570	0.123		
IBL	0.057	0.075	0.761	0.450	0.914	1.094
S	0.802	0.109	7.358	0.000	0.914	1.094
Model Summary						
Adjusted R Square	Value		0.556		F-statistic	Value 31.731
	Std. Error of the Estimate		2.95013			Significance 0.000
a. Dependent Variable: MP.						

The results revealed that inbound logistics activities has a positive effect on the marketing performance of the companies. The t-value reveals that such a positive effect is not significant, as it is less than the critical value at all levels of the test. A one-unit change (increase or decrease) will bring about a 0.057-unit change (increase/decrease) in the marketing performance of the companies. Also, services reveal a positive effect on the marketing performance of the companies. A one-unit change in services will bring about a 0.80-unit change in the marketing performance of the companies. This finding is significant as the calculated t statistic is greater than the critical value at even 1% level of significance. This implies that even at 1% error margin services will be quite contribute towards the marketing performance of the companies in question. The result also reveals that other variables not captured in this model equally have a positive effect on the companies' marketing performance. However, that the t statistic for these variable if less than the critical value at even 10% level of significance implies that their effect on the marketing performance of the companies will not be significant. The findings in relation to this model can all be confirmed by the p-values in Table 5. The summary results of the model reveal that these variables (inbound logistics and service activities) put together can account for up to 55.6% variation in the marketing performance of the companies, everything else being equal. The high F statistic further confirms the overall significance of this model in establishing the effect of the independent variables on the dependent variable at 1% level. Although these findings are interesting, the effect of value chain management on the marketing performance of fast-food companies in the South West Region of Cameroon cannot be completely ascertained. According to Porter's value chain model, more activities are yet to be included in the analysis.

Model 2: analysing the effect of inbound logistics, service and operation activities on the marketing performance of the companies.

$MP = \beta_0 + \beta_1 IBL + \beta_2 S + \beta_3 O + \varepsilon$

where MP stands for Marketing Performance,

IBL stands for Inbound Logistics,

S stands for Services,

O stands for Operations

β_0 is the constant term, and β_1, β_2 and β_3 are the respective coefficients of the three independent variables, and ε is the error term.

The results of the model can be seen on Table 6 below.

Table 6: Coefficients

Independent Variables	Unstandardised Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error		Tolerance		VIF
(Constant)	4.805	3.706	1.296	0.201		
IBL	0.069	0.065	1.055	0.297	0.912	1.096
S	0.474	0.126	3.758	0.000	0.520	1.922
O	0.412	0.104	3.968	0.000	0.554	1.805
Model Summary	Value		0.662	F-statistic	Value	33.041
Adjusted R Square	Std. Error of the Estimate		2.57384		Sig.	0.000
a. Dependent Variable: MP						

Looking at the results, one readily sees that the introduction of operations into the model does not change the findings in relation to any of the variables of model 1 above. However, operations reveal a positive effect on the marketing performance of the companies as its coefficient is positive. Precisely speaking, a one-unit increase/decrease in operational activities will bring about a 0.412-unit increase/decrease in the marketing performance of the companies. While the F statistic is still very high (thereby confirming the significance of the model at 1% level), we can also see that the overall result has increased from 55.6% to 66.2%. This implies that operations can bring about a 10.6% (66.2–55.6) variation in the marketing performance of the companies included in the study.

Model 3: analysing the effect of inbound logistics, service, operation and outbound logistics activities on the marketing performance of the companies.

$MP = \beta_0 + \beta_1 IBL + \beta_2 S + \beta_3 O + \beta_4 OBL + \varepsilon$

where MP stands for Marketing Performance,

IBL stands for Inbound Logistics,

S stands for Services,

O stands for Operations,

OBL stands for Outbound Logistics

β_0 is the constant term and β_1, β_2, β_3 and β_4 are the respective coefficients of the four independent variables and ε is the error term.

The results of the model can be seen on Table 7 below.

Table 7: Coefficients

Independent Variables	Unstandardised Coefficients		t	Sig	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
(Constant)	2.692	3.099	0.869	0.390		
IBL	0.052	0.054	0.958	0.343	0.908	1.101
S	0.260	0.114	2.282	0.027	0.437	2.287
O	0.224	0.095	2.370	0.022	0.456	2.193
OBL	0.444	0.094	4.712	0.000	0.435	2.298
Model Summary						
Adjusted R Square	Value		0.769	F-statistic	Value	41.751
	Std. Error of the Estimate		2.12950		Significance	0.000
a. Dependent Variable: MP						

We can see that the introduction of outbound logistics activities in the analysis has not changed the influence of inbound logistics, services and operations activities on the marketing performance of the companies. However, while the effect size has reduced for all of the variables, the levels of significance have increased. Services and Operations are now significant at 5%. Outbound logistics portray a positive influence on the marketing performance of the companies. A one-unit increase in outbound logistics will lead to a 0.444-unit increase in the marketing performance of the companies, ceteris paribus. This effect is significant at 1% level as the calculated t-statistic is greater than the critical value at 1% level. Also, the overall effect of the independent variables on the dependent variable has increased to 76.9%. This means the inclusion of outbound logistics into the model has brought about a 10.7% (76.9-66.2) variation in the marketing performance of the companies. Similar to the other models, the F statistic confirms this at the 1% level.

Model 4: analysing the effect of inbound logistics, service, operation and outbound logistics activities on the marketing performance of the companies.

$MP = \beta_0 + \beta_1 IBL + \beta_2 S + \beta_3 O + \beta_4 OBL + \beta_5 MS + \varepsilon$

where MP stands for Marketing Performance,

IBL stands for Inbound Logistics,

S stands for Services,

O stands for Operations,

OBL stands for Outbound Logistics,

MS stands for Marketing and Sales

β_0 is the constant term and β_1, β_2, β_3, β_4 and β_5 are the respective coefficients of the five independent variables and ε is the error term.

The results of the model can be seen in Table 8 below.

Table 8: Coefficients

Independent Variables	Unstandardised Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error			VIF	Tolerance
(Constant)	1.263	2.946	0429	0.670		
IBL	0.051	0.051	0.999	0.323	0.908	1.101
S	0.203	0.108	1.874	0.068	0.421	2.374
O	0.119	0.096	1.239	0.222	0.384	2.606
OBL	0.356	0.094	3.787	0.000	.0383	2.609
MS	0.269	0.099	2.725	0.009	0.359	2.784
Model Summary						
Adjusted R Square	Value	0.798	F-statistic		Value	39.656
	Std. Error of the Estimate	1.99200			Sig.	0.000
a. Dependent Variable: MP						

A vivid look at the results presented in Table 8 confirms that all the value chain management activities included in the model have a positive influence on the marketing performance of the fast-food companies in the South West Region of Cameroon. Specifically, a unit increase/decrease in each of inbound logistics and operations will respectively lead to 0.051 and 0.119 units increase/decrease in the marketing performance of the companies. Also, a unit increase/decrease in each of the services, outbound logistics and marketing and sales activities will respectively lead to a 0.203, 0.356 and 0.269 unit increase/decrease in the marketing performance of the companies. However, while Services are significant at 10%, outbound logistics and marketing and sales are significant at 1%. This means that the most influential value chain activities for the marketing performance of companies are outbound logistics, marketing and sales and services. Inbound logistics and operations, although each has a positive effect, are not significant in terms of the marketing performance of the companies concerned. Overall, the adjusted R-squared has increased to 79.8% with the inclusion of marketing and sales into the analysis. This is 2.9% higher than the value in model 3. This implies that the additional 2.9% variation on the marketing performance of the companies can be explained by marketing and sales activities. The F statistic as well confirms the significance of this model at 1% level.

The findings with respect to inbound logistics and operations are daunting because they fail to match with Porter's view of value chain management. While Porter's work suggests that inbound logistics and operations are two of the five principal value chain activities that should be prioritised, this study finds that they do not significantly contribute to the marketing performance of the fast-food companies in the South West Region of Cameroon.

Recommendations

Based on the findings of this work, managers of fast-food companies in the South West Region of Cameroon should pay greater attention to outbound logistics and marketing and sales activities to positively influence their companies' marketing performance at 1% level of significance. Services can also be given consideration at 10% level of significance. Much attention should not be focused on inbound logistics and operations.

Conclusion

This study demonstrates that value chain management has a significant effect, accounting for up to 79.8% of variations in the marketing performance of fast-food companies in the South West Region of Cameroon. This provides a new insight into the field of value chain management as it becomes evident as a significant tool for influencing the marketing performance of the companies. The findings contribute to our understanding of value chain management in fast-food companies in the South West Region, Cameroon and suggest potential applications for inbound logistics, services, operations, outbound logistics

and marketing & sales. While the results are promising, the study is limited to the fast-food industry and the South West Region of Cameroon. This warrants that further investigation can be extended into other sectors and other regions of the country. Also, attempts can be directed towards Porter's support activities since this study focuses only on Porter's primary value chain activities. Future research should also explore inbound logistics and operations to build upon the findings of this study. Overall, the research underscores the importance of value chain management, paving the way for advancement in the marketing performance of companies.

Conflict of Interest

I have no conflict of interest with respect to this paper.

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