THE EFFECT OF MARKET SEGMENTATION ON ORGANIZATION MARKET PERFORMANCE

CASE STUDY: HARRIS INTERNATIONAL UGANDA

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20014-BO21-20025

A DISSERTATION REPORT SUBMITTED TO THE FACULTY OF BUSINESS

ADMINISTRATION AND MANAGEMENT IN PARTIAL FULFILLMENT

OF THE AWARD OF A BACHELORS DEGREE IN BUSINESS

ADMINISTRATION AND MANAGEMENT OF

UGANDA MARTYRS UNIVERSITY

NKOZI

2017

DEDICATION

I dedicate this research project to my beloved husband Mr. Ssekitoleko Lawrence who have supported me financially throughout this research and course at large and my handsome son Ssekayi Desire and my two beautiful girls Nantongo Denise Leticia and Divine Blessing Namugerwa who have been so supportive and given me time to fulfill my dreams.

Thank you for your courageous words and your prayers, which taught me to live a blessed life.

ACKNOWLEDGMENT

I thank the almighty God for the gift of my life and for having brought me thus this far to enable me accomplish this dissertation. I would like to acknowledge the assistance and role played by all persons mentioned here under for providing an enabling environment for the success of this research work. My sincere thanks go to my supervisor Mr. Byamugisha Michael for providing me with professional advice, encouragement and for having sacrificed his time whenever I called on him for supervision.

Special gratitude goes to my husband Mr. Ssekitolekon Lawrence for having continuously guided me, encouraged me and supported me financially throughout my education, I thank you for sacrificing the little you had, in thick and thin and invested in my education. Thank you for looking after me and enabling me to acquire a lifelong investment.

Special gratitude goes to my friends Lumu Robert, Nabakooza Justine, Nakamya Hildah for sharing knowledge with me pertaining the course.

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ABSTRACT

The study established the effect of market segmentation on organization market performance. The study was conducted at Harris international and its objectives were to establish the effect of demographic segmentation on organization market performance, to establish the effect of geographic segmentation on organization market performance, to establish the effect of psychographic segmentation and to establish the effect of behavioural segmentation on organization market performance.

A closed questionnaire and interview guide were used to gather primary data while secondary data was extracted from annual reports, books and online journals.

The result of the study revealed that there is a low positive significant relationship between demographic segmentation and organization market performance, that there is a moderate significant relationship between geographic segmentation and organization market performance, that there is a lower positive significant relationship between psychographic segmentation and organization market performance and finally there is a highly significant positive relationship between behavioural segmentation and organization market performance. Therefore it was concluded that there is a positive relationship between market segmentation and organization market performance.

CHAPTER ONE

1.0 Introduction

The focus of this study is the market segmentation and its effect on organization performance. This chapter introduced the main topic, research objectives, problem statement, and research questions and describe relevant background in order to show why this line of research is important and why further research in this area is required.

1.1 Background of the Study

Market segmentation is one of the key market strategies organizations need to use in order to achieve their market growth. Other strategies are employed but segmentation has remained a key strategy to improve market performance. Market segmentation is the identification of portions of the market that are different from one another. Segmentation allows the firm to better satisfy the needs of its potential customers. The overall aim of segmentation is to identify high yield segments, that is, those segments that are likely to be the most profitable or that have growth potential - so that these can be selected for special attention (i.e. become target markets).

Contemporary market segmentation emerged in the twentieth century as marketers responded to two pressing issues. Demographic and purchasing data was available for groups but rarely for individuals and secondly, advertising and distribution channels were available for groups, but rarely for single consumers and so brand marketers approached the task from a tactical viewpoint. Thus, segmentation was essentially a brand-driven process. Until recently, most segmentation approaches have retained this tactical perspective in that they address immediate short-term questions; typically decisions about the current "market served" and are concerned

with informing marketing mix decisions. (Nicosia 1966;Engel, Kollat, and Blackwell 1968; Howard and Sheth 1969; Dickson 1982; McFadden 1986; Fennell 1988; Ben-Akiva et al.1999).

Market segmentation has many critics. But in spite of its limitations, market segmentation remains one of the enduring concepts in marketing and continues to be widely used in practice. One American study, for example, suggested that almost 60 percent of senior executives had used market segmentation in the past two years.

Organizational market performance encompasses three specific areas of firm outcomes, these are financial performance which includes profits, return on assets, return on investment, product market performance which includes sales, market share, and shareholder return which includes total shareholder return, economic value added.

Organizational market Performance is one of the most popular terms in today's public sector management terminology. The idea of managing organizational performance is being widely accepted and adopted all over the world. It spread rapidly from the private sector to the public sector in the developed world and has recently found its way in+ many developing countries.

1.1.1 Background of the Case Study

Harris International is a manufacturing plant, established in 2005, currently located on plot 32/33, Bombo road, Kawempe. Hariss International owns about 7 acres of land and has so far invested about UGX 55 Billion, 33 of which in machinery. It employs 300 permanent (skilled and semi-skilled) workers and about 200 casual labourers who are hired seasonally.

They are engaged in the manufacture of five basic products, all certified by UNBS and processes certified by ISO, under the brand name, RIHAM Mineral water, Soda, Non-carbonated drinks, Carbonated drinks (energy drinks) and Biscuits.

Founded in 2005, Hariss International is one of Uganda's leading manufacturers of biscuits, still drinks and mineral water for the domestic market. Its food and beverage products are sold under the brand name Riham, it is synonymous with products of the highest quality due to the company's use of the most modern processing, filling and packing equipment.

1.2   Problem Statement

"The absence of market segmentation in previous time in terms of geographic, demographic, psychographic and behavioral in Harris international made its performance in terms of sales volume, customer loyalty, market shares and outlets to be poor. This because market segmentation is a key to performance and it was not applied by then" says Ruben Andrews, CEO Harris international ltd.

The company employed some elements of segmentation that's why its market performance today is a bit promising due to increased market shares and outlets but the profits are still low because of the low prices set by the company and it has failed to position its self to high income earners. This has made the public to perceive that its products are for children and low income earners. In other words, the company is having high market shares but with low profits. Therefore the study is to establish the effect of market segmentation on organization market performance.

1.3   Objectives of the Study

1.3.1   Major Objective

To establish the effect of market segmentation on organizational market performance.

1.3.2   Specific Objectives

The study objectives will include the following:

   i.   To establish the effect of demographic segmentation on organizational market performance.

   ii. To establish the effect of geographic segmentation affects organizational market performance.

   iii. To establish the effect of psychographic segmentation affects organizational market performance.

   iv. To establish the effect of behavioral segmentation on organization market performance.

1.4   Research Questions

The research questions will include the following:

   1. What is the effect of demographic segmentation on organization market performance?

   2. What is the effect of geographic segmentation on organization market performance?

   3. What is the effect of psychographic segmentation on organization market performance?

   4. What is the effect of behavioral segmentation on organization market performance?

1.5 Scope of the Study

1.5.1 Content Scope

The study focused on the relationship between market segmentation and organizational market performance. The dimension of market segmentation include; geographic, demographic, psychographic and behavioral and organization market performance include; sales volume, profits, market share and outlets.

1.5.2 Geographical Scope

The study was carried out at HARISS International located on plot 32/33, Bombo road, Kawempe, Kampala district Uganda. It was established in 2005 to produce five basic products, all certified by UNBS and processes certified by ISO, under the brand name, RIHAM Mineral water, Soda, Non-carbonated drinks, Carbonated drinks (energy drinks) and Biscuits.

1.5.3 Time Scope

The study focused on the effect of market segmentation on organizational market performance, for a period of 3 years varying from 2015-2017.

Data used was mainly primary data but secondary data was also used to back up and re-enforce what was found by this study, and for the case of secondary data, data collected within the period of 3 years (2011-2014) was used.

1.6   Conceptual Framework

INDEPENDENT VARIABLE   **DEPENDENT VARIABLE**

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┌─────────────────────────┐         ┌─────────────────────────┐
│ MARKET                  │         │ ORGANIZATION    MARKET  │
│                         │         │                         │
│ SEGMENTATION            │         │ PERFORMANCE             │
│                         │         │                         │
│   • Geographic          │────────▶│   • Sales volume        │
│                         │         │                         │
│   • Demographic         │         │   • Profits             │
│                         │         │                         │
│   • Psychographic       │         │   • Market share        │
│                         │         │                         │
│   • Behavioral          │         │   • Out lets            │
└─────────────────────────┘         └─────────────────────────┘

          ┌─────────────────────────┐
          │ MODERATING FACTOR       │
          │                         │
          │   • Media publics       │
          │                         │
          │   • Financial publics   │
          └─────────────────────────┘
```
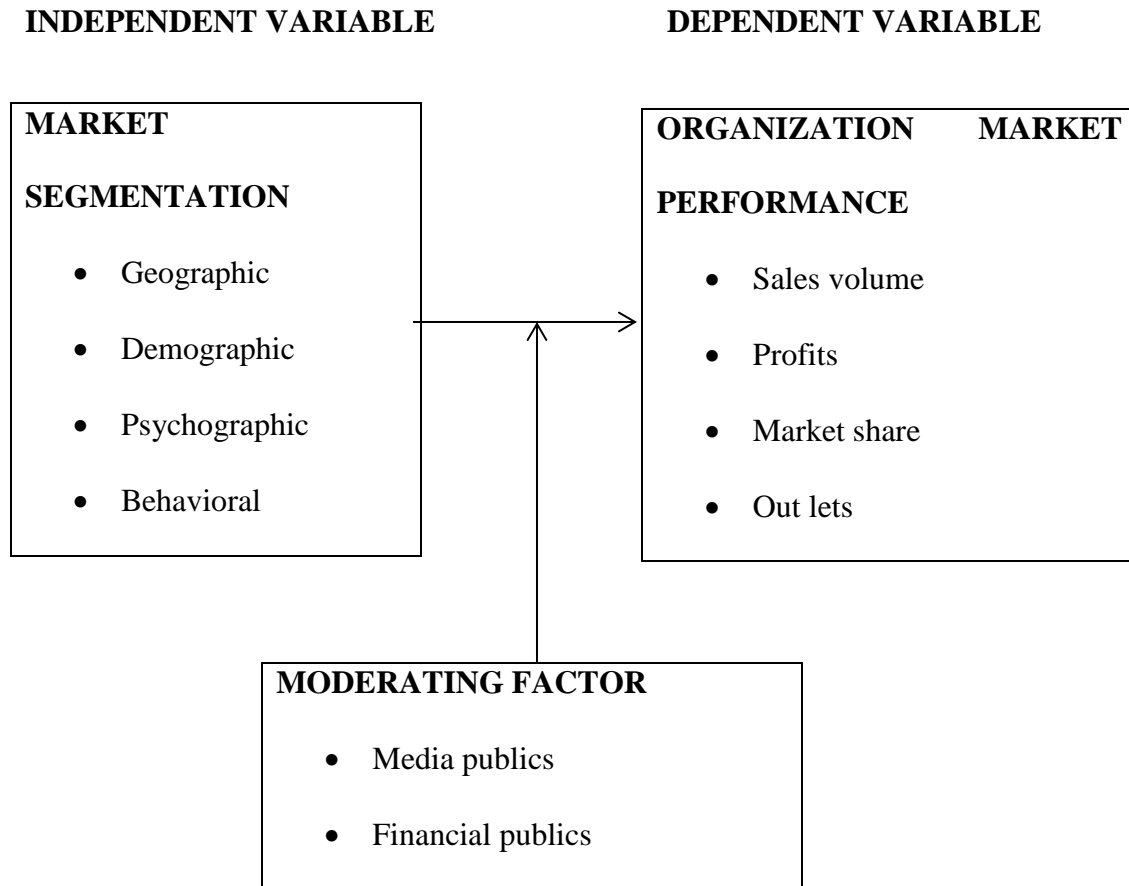
1.7   Justification of the Study.

The study intended to analyze the effect of market segmentation on organizational performance in HARISS international with a view of assessing its performance. The study findings and recommendations benefited the policy makers in HARISS international to understand how market segmentation has affected or influenced performance which will be the basis to make policies governing the organization.

1.8   Significance of the Study

The study results benefited the management, board of governor of HARISS international and all its stakeholders. Specifically they used the findings to redesign policies aimed at improving on the level of organizational market performance.

The study benefited various groups in the groups in the society, beginning with the organization in which the research was carried on and other groups as below:

The findings helped to identify asses and establish the effect of market segmentation on organizational market performance and be used as an advice to the leaders of production organizations.

The results also helped these organizations appreciate the use of skillful and knowledgeable staff in research and encouraged the employees to improve on their performance weaknesses by upgrading their knowledge and skills.

The study helped the researcher in gaining the skills and knowledge on research and especially practical experience in comparison to theoretical learning.

Much more, the findings acted as stimulant to other researchers / scholars who are interested, with the same topic as well as going in detail in areas with questionable doubts or recommended for further research by the researcher.

1.9   Conclusion

This chapter has provided the definition and meaning of the two variables (market segmentation and organization market performance), the significance of the study, justifications and many more which benefited the reader(s) in acquiring more knowledge about the variables

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

This chapter focused on empirical studies and the theoretical framework of the study. The review of different scholars' work was done to help the researcher learn different theories, principles, and other materials related to the selected study. It has facilitated the gathering of materials from different sources and documenting them.

The literature review was cited from previous studies that researched on one or more variables in this study.   It has established the relationship between market segmentation as an independent variable and organization performance as a dependent variable. The review was focusing on overall market segmentation to the organizational performance.

2.1   Theoretical Framework

Agency Theory

Following the overview, the researcher transition to the element of where by examining agency theory specifically within Harris international to assess their strength and performance with contextual considerations.

What. Agency theory is one of the most widely used theories in management (Arthurs and Busenitz, 2003; Daily, Dalton and Rajagopalan, 2003; Wasserman, 2006). Broadly, agency theory is about the relationship between two parties, the principal (owner) and the agent (manager; Eisenhardt, 1989; Jensen and Meckling, 1976; Ross, 1973). More specifically, it examines this relationship from a behavioral and a structural perspective. Theory suggests that

given the chance, agents will behave in a self-interested manner, behavior that may conflict with the principal's interest (Chrisman et al., 2004; Eisenhardt, 1989; Jensen and Meckling, 1976; Wiseman, Cuevas-Rodríguez, and Gómez-Mejía, 2012). As such, principals will enact structural mechanisms that monitor the agent in order to curb the opportunistic behavior and better align the parties' interests (Cruz et al., 2010; Eisenhardt, 1989; Fama and Jensen, 1983).

How Firm performance by way of cost minimization and greater efficiencies is the desired outcome of the agency theory perspective (Corbetta and Salvato, 2004; Fama, 1980).When the ownership and management of a firm are separated, theory suggests that agency problems are created, and agency costs are incurred to alleviate these problems (Eisenhardt, 1989; Jensen and Meckling, 1976; Karra, Tracey, and Phillips, 2006; Lee and O'Neill, 2003; Wasserman, 2006). To elaborate, separation of ownership and management is a key component of agency theory; the principal authorizes or delegates work to the agent, and the agent is expected to act in the best interest of the principal (Ross, 1973; Wiseman et al., 2012). An agency problem is created when the interest of the principal and agent are misaligned and the principal lacks the information to accurately assess the behavior of the agent (Eisenhardt, 1989; Karra et al., 2006; Lee and O'Neill, 2003; Ross, 1973). Agency problems can take the form of moral hazard or adverse selection (Chrisman et al., 2004; Eisenhardt, 1989; Karra et al., 2006).Moral hazard refers to the situation where the agent lacks effort in the scope of the employment relationship (Chrisman et al., 2004; Ross, 1973). It is considered a form of opportunistic behavior that includes free-riding, shirking, and perk-consumption (Chrisman et al., 2004; Chua et al., 2009; Karra et al., 2006). Adverse selection refers to the situation where the agent lacks the ability and skills to competently behave in the scope of the employment relationship (Eisenhardt, 1989; Fama, 1980; Schulze et al., 2001).

Theory suggests that the principal has two options for reducing agency problems (Eisenhardt, 1989), both of which can curb the agent's opportunistic behavior. The first is to create a governance structure that enables the monitoring and assessment of the actual behavior of the agent (Anderson and Reeb, 2004; Chrisman et al., 2007). This structure includes for example, reporting procedures, additional management, or a board of directors (Donaldson and Davis, 1991). The second is to create a governance structure where the contract is based on the actual outcome of the agent's behavior (Eisenhardt, 1989). An example of this type of structural mechanism is compensation incentive pay (Chrisman et al., 2007), where pay is provided as an incentive for high performance. Risk is thus shifted to the agent, creating the motivation for the agent's behavior to align with the principal's interest (Davis et al., 1997; Eisenhardt, 1989). In essence, the principal makes a choice between establishing governance structures based on the agent's actual behavior or the outcomes of that behavior (Eisenhardt, 1989). Either choice creates agency costs, the costs borne by the principal to monitor and assess agent behavior (Jensen and Meckling, 1976).

Why. The underlying assumption of agency theory is based on the economic model of man (Davis et al., 1997; Eisenhardt, 1989; Jensen and Meckling, 1976). This model assumes that individuals will seek to optimize their own utility. In the principal-agent relationship, an agent is hired to maximize the principal's utility (Ross, 1973). However, agency theory assumes agents will instead behave opportunistically because they too are self-serving. Therefore, the principal enacts mechanisms to minimize losses to their own utility (Davis et al., 1997; Eisenhardt, 1989; Jensen and Meckling, 1976; Ross, 1973).

Agancy Theory and Organization Performance

Decreasing agent behavior is beneficial for an organization (Pritchard, 1995) from a theoretical and empirical perspective. Theoretically, according to agency theory, increased firm performance is predicted when both the principal and the manager in the principal-manager relationship choose agency (Davis et al., 1997). Managers react to the use of agency governance structures by decreasing their agent behavior, thus resulting in increased firm performance (Eisenhardt, 1989). This decrease in agent behavior can be thought of as an increase in productive behavior. Empirically, productive behavior has been shown to be positively associated with corporate financial performance (Gerhart and Milkovich, 1992; Huselid, 1995) and small business growth (Voulgaris, Asteriou, and Agiomirgianakis, 2003). Additionally, Lee (2006) suggests that employee productivity is positively associated with the performance levels specifically within an organization.

2.2   Market Segmentation

The market segmentation is mentioned as being one of the key elements of modern marketing and is, as mentioned, the process of dividing the market into several groups and/or segment(s) based on factors such as demographic, geographic, psychological and behavioral factors. By doing so the marketers will have a better understanding of their target audience and thereby make their marketing more effective (Gunter and Furnham, 1992:1). This is due to the fact that by using the analytical process that puts customers first, the marketer will get more satisfied customers and thereby gain a great advantage over competitors (Dibb and Simkin, 1996: 3).

It can be a starting point of relationship management to understand and measure the true value of customers since marketing management as a whole is to be deployed toward the targeted customers and profitable customers, to foster customers' full profit potential. The term market Segmentation referring to the aggregating of prospective buyers into groups (segments) that have common needs and will respond similarly to a marketing action. Market segmentation enables companies to target different categories of consumers who perceive the full value of certain products and services differently from one another. Dividing a market into smaller groups of Buyers who have distinct needs, characteristics or behavior and who might require separate products or marketing mixes.

When talking about market segmentation it is necessary to briefly mention the three areas of marketing which is to be taken into consideration when market a product.

The first area is mass marketing. It covers the area of mass producing, mass distributes and mass promotes on product to all buyers (Gunter and Furnham, 1992: 2). However, marketers have realized the great variety in each individual customer and therefore the market segmentation is a helpful tool for the marketers to customize their marketing programs for each individual customer (Dibb and Simkin, 1996: 4).

The second area is product differentiated marketing. The marketer produces two or more products that display different features, styles, quality, sizes etc., like the way Harris international is doing.

The third, and dominating, area is target marketing. The marketer distinguishes among a variety of market segments, chooses one or more of the segments and then develops products and marketing mixes customized to each segment (Gunter and Furnham, 1992: 2).

Criteria for selecting Market Segments

Measurable: A segment should be measurable. It means you should be able to tell how many potential customers and how many businesses are out there in the segment.

Accessible: A segment should be accessible through channels of communication and distribution like: sales force, transportation, distributors, telecom, or internet.

Durable: Segment should not have frequent changes attribute in it.

Substantial: Make sure that size of your segment is large enough to warrant as a segment and large enough to be profitable

Unique Needs: Segments should be different in their response to different marketing efforts (Marketing Mix).

Advantages of Market Segmentation

There are several advantages of segmentation.

Focus of the Company – Segmentation is an effective method to increase the focus of a firm on market segments. If an organization has better focus, obviously it will have better returns. Numerous beverage companies including Harris have started focusing on small segments. This is nothing else but a company changing its focus for better returns. Thus companies base their strategy completely on a new segment which increases its focus and profitability.

Increase in competitiveness – Naturally, once your focus increases, your competitiveness in that market segment increases. If you are focusing on youngsters, like Harris is doing, your brand recall and equity with youngsters will be very high. Your market share might increase

and the chances of a new competitor entering might be low. The brand loyalty will definitely increase. Thus market segmentation also increases competitiveness of a firm from a holistic view.

Market expansion – Geographic segmentation is one type of segmentation where expansion is immediately possible. If you have your market strategy on the basis of geography, then once you are catering to a particular territory, you can immediately expand to a nearby territory. In the same way, if you are targeting customers based on their demography (Ex – reebok targets fitness enthusiasts) then you can expand in similar products (Ex – reebok expanding with its fitness range of clothes and accessories). Segmentation plays a crucial role in expansion. You cannot expand in a territory when you have no idea of which segment of customers you will be meeting.

Have better communication – One of the factors of marketing mix which is absolutely dependent on STP is Promotions or communications. The communications of a company needs to be spot on for its TARGET market. Thus if you need a target market, you need segmentation. Communication cannot be possible without knowing your target market. If you don't know your market segment, what is their demography, what is their psychology, where they are from, then how can you form a communication message.

Increases profitability – Segmentation increases competitiveness, brand recall, brand equity, customer retention, and communications. Thus if it is affecting so many factors of your business, then definitely it affects the profitability of the firm. In summary – Target the proper segment and you will walk away with a better company and a higher profitability.

2.3   Geographical Segmentation and Organization Market Performance.

Dividing a market into geographic segments is one of the oldest ways to perform market segmentation. The underlying assumption is that people have different needs and wants based on where they live. Commonly, a geographical segmentation scheme divides a market into units such as nations, states, regions, counties, cities or neighborhoods. A company can decide to operate in only a few of the segments, or in all of them but customize their offering according to the geographical differences in needs and wants said by Kotler & Armstrong (2003). Geographic segmentation is most commonly used by multi-national industrial and high-tech businesses, which alter their marketing mix based on the differing needs of consumers in each of the geographic segments they wish to serve. Simple geographic segmentation is usually an easy, manageable and comparatively inexpensive way to handle a market especially an international one.

The downside of geographical segmentation schemes is the used hypothesis that the customers within an area have homogenous product preferences. Often this is not true even at the most local level. For example, people living on the same street do not generally choose similar groceries, furnishings or clothing. The practicality of geographical differentiation on a multi-national scale has also been criticized by Kotler & Armstrong (2003) and McDonald & Dunbar (2004).

Using this approach would allow Harris international to advertise in cities in their geographic region. Strongly advertising in Uganda and neibouring countries limit travel expenses. Traveling to cities like jinja, masaka, Nairobi, Dar-sal-mah becomes less expensive. Besides controlling

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traveling expenses, geographic segmentation also allows Harris international to better market to their customers in larger cities and smaller towns.

2.4 Demographic Segmentation and Organization Market Performance

Demographic segmentation is defined as the division of a market into groups based on demographic variables such as age, gender, family size, family life cycle, income, occupation, education, religion, race, generation and nationality by Kotler & Armstrong (2003). Demographics have gained much popularity because they are easily measured and often vary closely with consumer needs and usage rates. The complexity and costs of the scheme also stay relatively low.

Demographic variables must, however, be handled carefully. Critique from Cahill (2006) points out that although there generally are behavioral differences between e.g. men and women or teenagers and elders, they are at best displayed by only a large majority of the group. Consequently, the remaining subset whose behavior does not into the framework of the demographic group (e.g. youngsters acting like elders, or vice versa) might not enjoy being reminded that they do not it with their peers. Reaching the desired segment without offending anyone belonging or not-belonging to the target group can thus prove to be a challenging task. Demographic segmentation has also been criticized, together with geographical segmentation, of the approach of predetermining how the market divides into segments (McDonald & Dunbar, 2004). In reality, customers do not slot themselves into any categories determined beforehand, and this is why companies should rather focus on getting a holistic understanding of their customers' needs than engaging the market with ready-made pigeonholes for groups of buyers.

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Hariss International has practiced demographic segmentation by focusing mainly the young age of 1-27 years.

2.5   Psychographic Segmentation and Organization Market Performance

Using a psychographic segmentation scheme means dividing the market into different groups based on various psychological characteristics of the buyers, such as social class, lifestyle or personality.(Kotler & Armstrong, 2003). Marketers have understood that to attract or motivate a particular group of consumers, it is necessary to know how they think and what their values and attitudes are, as well as who they are in terms of the traditional demographic variables Ziff (1971). The power of psychographics is that it identifies basic beliefs and attitudes that influence consumer behavior in various situations. Ziff's study(Specify year) suggests that by finding a core of attitudes and values that affects the buying behavior for a class of products, one can gain general understanding that can be applied to other related products or even completely different classes of products. Because the changes in person, family and occupation throughout life affect buying behavior, psychographic and demographic segmentation bases are often used in combination to better identify market segments. Behavioral variables, e.g. usage rates, can also be used to complement a psychographic segmentation scheme.

2.6   Behavioral Segmentation and Organization Market Performance

Behavioral segmentation divides buyers into groups based on their knowledge, attitudes, uses or responses to a product. Common approaches are, for example, usage rate and occasion segmentations. (Kotler & Armstrong, 2003). A behavioral segmentation scheme has the advantage that it is rather closely tied to the product or service that the company is offering. However, Dickson (1982) points out that there are also other possible goals that people seek by

consuming beverages. The alternative drives can be, for example, relaxing and reducing shyness, sedating, cooling down, warming up, stimulating taste buds, relieving throat irritation or celebrating. Thus, the observed situation-specific preferences can be caused by very different needs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0   Introduction

This chapter seeks to describe the research designs, population of the study, sample size and sampling technique, data instrument and collection tools as well as data management and analysis, ethical considerations and the difficulties/limitations encountered during the research.

3.1   Research design

Kisulu and Deho.(2006,) defines research design as a scheme, outline or plan that can be used to generate answers to research problems. The study adopted a case study research design. This design was adopted for this study because it intensively describes and analyzes the effect of market segmentation on organization market performance. The case study research design in-depth the study variables. (Kombo and Tromp, 2006). The researcher used qualitative and quantitative approaches during the study.

3.2   Area of study

The study was conducted at HARISS International located on plot 32/33, Bombo Road, Kawempe, Kampala district Uganda. It was established in 2005 to produce five basic products, all certified by UNBS and processes certified by ISO, under the brand name, RIHAM Mineral water, Soda, Non-carbonated drinks, Carbonated drinks (energy drinks) and Biscuits. However the study is aimed to assess the effect of market segmentation on organization market performance of Harris International.

3.3   Study population

The research population is a group of individuals, objects, or items from which the items are taken for measurement (Kumar 2005). The population of the study consists of 300 employees (skilled and semi-skilled) including 200 casual laborers who are hired seasonally", said Andrews Ruben, Managing Director of HARISS International Ltd and this represents the target population for the study.

3.4   Sample size

The clear sample size of the study population was 103 employees and this is based on the statistical model of Krejice and Morgan (1970) table to establish the sample size since the population is quite big, the researcher cannot sample it thus studied a small sample of the population of employees.

3.4.1   Sampling Technique

The researcher used a simple random selection technique to obtain data from the respondents and thereafter group the data for data analysis and interpretation.

3.5   Data Sources

3.5.1   Primary Sources

This is the first hand information obtained through questionnarier and interview because it is the field data that is always relevant to the study.

3.5.2 Secondary Sources

The secondary sources applied in the study are reports, government publications, books and journals which were employed to search for data as they contained more findings from different authors thus provide a wider source of ideas when analyzing and evaluating the data which will be collected.

3.6 Data Collection Methods and Research Instruments

The researcher used two methods of data collection which are questionnaire method and interview method for this study.

3.6.1 Questionnaire

The primary data was collected through use of questionnaires as the major instrument for collecting data and these are constructed and administered inform of self-administered questionnaires. The questions are close ended in format. The respondent's answers basing on how they agree or disagree with the statements in the questionnaire.

3.6.2 Interview Guide

These are in forms of face to face meeting, where the researcher interacts with the respondents by asking them questions and recording their feedback. It was face to face interviews. The researcher used face to face interviews because they were cheap to conduct and the researcher could observe the conducts of respondents to note their reactions.

3.7   Quality Control Methods

3.7.1   Validity

Data validity ensured through subjecting the drafted tools such as the questionnaire questions to be reviewed by experts to ensure that the right questions for research study are asked. The experts reviewed the items in the instrument and determine whether the items would measure the information it was designed to elicit. After some minor modifications, the experts recommended the use of modified instrument for the study. The researcher also ensured that right questions for the study are asked basing on the objectives.

$$\text{Content valid index} = \frac{\text{No of relevant items on the questionnaire}}{\text{Total No of items}} \times 100$$

3.7.2   Reliability

The reliability of a study is measured by how similar the results would be if another researcher conducted the same study. (Kirk and Miller, 1986). To ensure data reliability the researcher administered different forms of data collection instruments that is; questionnaires and there results was compared. The researcher conducted a test and re-test method from the same respondents to ensure a degree of consistency and precision in case the same instrument was employed the second time to the same respondents. Through presenting the formulated questionnaires, it helped to establish that the results relevant due to accuracy in data that was collected (Sekaran, 2010).

3.8   Data Management and Analysis

The field data was managed, analyzed and presented using quantitative method.

Data from questionnaires was summarized, coded, tabulated and analyzed. Editing was done to improve the quality of data for coding. Coded data was fed into the statistical package for social sciences (SPSS) version 16. The collected data was described by making use of descriptive statistics, which enabled the researcher to synthesize and summarize the qualitative data. The descriptive statistics describes the sample in terms of the responses to the questions using frequencies, means and standard deviations. Frequencies are the number of times a response has occurred (Salkind, 2000), a mean is the sum of a set of scores divided by the number of scores and a standard deviation measures variability around the mean (Salkind, 2000). Correlation measures the degree of relation between two variables. Correlation lies between -1 to 1. N is the population correlation while the sample correlation is denoted by r. Correlation analysis measured the nature of relationship between the two variables in this study. The results are presented in tables.

3.9   Ethical Consideration

The researcher requested for permission from the Administration to carry out this research hence present a letter to the management where the research was conducted prior to the date when the data collection was carried out.

The researcher cited all the sources she used in the study either in the literature or appendices and also accessed data through official channels

The researcher ensured that responses from recipient especially personal or sensitive matters are kept confidential and well protected by making sure that information on respondent's attitude, feelings or personal life is not disclosed.

3.10 Limitations of the study.

There was a challenge with the cross-sectional time dimension used for collecting data since it is a short period to get information and this will be minimized by use of case study design.

Again the outcomes are based on the information solicited from the respondents and therefore subjected to human errors, omissions and possible misstatements. However, in spite of the above, the researchers will ensure that the research meets all the relevant requirements for a scientific research and thereby reducing errors to the barest minimum if not to eradicate it completely.

3.11   Conclusion

This particular chapter described the steps the researcher used to ensure that the research is accurate and reliable. This chapter looked at the different methods the researcher used in collecting of information used in the research. The researcher also asserted the reliability and validity of this research.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION OF FINDINGS

4.0 Introduction

The chapter covers the presentation of results and interpretation of findings in relation to the study objectives. Questionnaires were used to collect the data. The findings are summarized in form of tables (showing percentages and frequencies). In addition, statistical analysis namely correlation is undertaken.

The study objectives were: To establish the effect of demographic segmentation on organization market performance in Harris international, To establish the effect of geographic segmentation on organization market performance in Harris international, To establish the effect of psychographic segmentation on organization market performance in Harris international and To establish the effect of behavioral segmentation on organization market performance in Harris international.

4.1 Demographic characteristics

Demographic characteristics includes: the gender, level of academic qualification and years worked in organization.

4.1.1 Response rate

With a sample of 103 only 83 questionnaires were returned. The response rate was 80.6% because they were co-operative.

This response rate was well above the recommended 60% response rate as per Guttmacher Institute, (2006) which asserts that for a study to be considered with satisfactory results it should have a response rate above 60% in the overall study. Therefore, the study results can be relied upon for academic and non-academic purposes by readers and users.

4.1.2 Gender of the respondents

Table 4.1: Showing Gender of the Demographic Characteristics

	Frequency	Valid Percent
Male	49	59.8
female	34	40.2
Total	**82**	**100.0**

Source; *Primary Data (2017)*

 The study revealed that there are 59.8% male respondents and 40.2 female respondents; this implies that, Harris international employees more males because of the nature of the job and they are ready to work for long hours as compared to female who are unable to work for long hours.

4.1.3 Academic Qualification

Table 4.2: Showing Academic Qualification

	Frequency	Valid Percent
Certificate	12	14.5
Diploma	21	25.3
Degree	21	25.3
Masters and above	3	3.6
"O" level	10	12.0
"A" level	16	19.3
Total	**83**	**100.0**

Source; *Primary Data (2017)*

The study revealed that 14.5% of the respondents are having their level of education as a certificate, 25.3% respondents are having a diploma as the highest level of education, 25.3% respondents are having a degree as the highest level of education, 3.6% respondents are having masters and above, 12% respondents are "o" level dropouts whereas 19.3% respondents are having "A" level certificates. This implies that the respondents of Harris international are having adequate knowledge as regards market segmentation and organization market performance since

they are almost all educated. More to that, Harris international employs educated employees who can contribute to the performance of the organization.

4.1.4 Years worked in Organization

Table 4.3: Showing Years Worked in the Organization

Years Worked in the organization	Frequency	Valid Percent
0-5	38	45.8
6-10	31	37.3
10 and above	14	16.9
Total	**83**	**100.0**

Source; *Primary Data (2017)*

Findings in the table 4.3 revealed that 38 respondents have worked with the organization for 0-5 years, 31 respondents have worked with the organization for 6-10 years and 14 respondents have worked with the organization for more than 10 years. This implied that majority of the employees have worked with the organization for a good number of years and therefore can be able to use their experience to respond to the instruments.

4.2. Demographic segmentation and organization market performance in Harris international

Table 4.4: Showing Mean and Standard Deviation of Demographic Segmentation and Organization Market Performance in Harris International

	N	Minimum	Maximum	Mean	Std. Deviation
1 Age and gender determines the buying behaviors of customers.	83	2	5	4.28	.738
2 Consumers of same income maximize the company sales and profits.	83	1	4	2.23	1.063
3 Religion plays a greater role in the consumption of our products.	83	1	5	3.07	1.033
4 Occupational levels save the company from costly mistakes.	83	1	5	2.43	1.038
5 Income levels have helped the company to forecast future sales.	83	2	5	3.67	.871

Source; *Primary Data (2017)*

4.2.1 Age and Gender determines the Buying Behaviors of Customers.

The respondents were requested to state whether age and gender determines the buying behavior of customers. The findings indicated a mean of 4.28 which implied that the majority of the

29

respondents agreed with the statement and a standard deviation of 0.738 which implied that there were varying views among the respondents. This means that the majority of the respondents agreed that age and gender determines the buying behavior of customers.

4.2.2 Consumers of the same Income Maximize the Company Sales and Profits

The respondents were asked to state whether consumers of the same income maximize the company sales and profits. The findings indicated a mean of 2.23 which implied that the majority of the respondents agreed to the statement and a standard deviation of 1.063 which implied that the respondents had differing views about the statement.

4.2.3 Religion plays a greater role in the consumption of the Company's Products.

The study revealed in question (3) that religion plays a greater role in the consumption of the company's products as part of demographic segmentation where the respondents agreed with the mean value of 3.07 and the standard deviation of 1.033 showing dispersion in the responses.

4.2.4 Occupational levels saves the Company from Costly Mistakes.

The study revealed in question (4) that occupational levels save the company from costly mistakes, where the respondents agreed with the mean value of 2.43 and the standard deviation of 1.038.This implies that occupational levels saves the company from costly mistakes as part of demographic segmentation at Harris international.

4.2.5 Income levels have helped the Company to Forecast Future Sales

Finally the study revealed that income levels have helped the company to forecast future sales where the respondents agreed with the mean value of 3.67 and the standard deviation of 0.871 indicating dispersion in the responses.

Table 4.5: Showing Correlation Analysis between Demographic Segmentation on Organization Market Performance

		Demographic segmentation	Organization market performance
Demographic segmentation	Pearson Correlation	1	.230
	Sig. (2-tailed)		.000
	N	83	83
Organization market performance	Pearson Correlation	.230	1
	Sig. (2-tailed)	.000	
	N	83	83

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

Correlation analysis showed a low positive significant relationship (r = 0.230, p < 0.01) between demographic segmentation and organization market performance. The company needs to improve on the way it segments its customers demographically. It can improve it by studying and understanding occupational and income levels of the customers. More still, it can improve it by understanding the religions of their customers because it also plays a greater role in the consumption of the company's products. This is true because Riham's products are non-alcoholic and are more desired by non-alcoholic people.

4.3 Geographic Segmentation and Organization Market Performance in Harris International

Table 4.6:Showing Mean and Standard Deviation of geographic segmentation and organization market performance in Harris international.

	N	Minimum	Maximum	Mean	Std. Deviation
1 Regional knowledge has enabled the company to increase on its sales.	83	2	5	3.81	.848
2 The company's location has enabled It to make high sales	83	2	5	4.39	.659
3 Uganda is the top consumer of RIHAM products.	83	2	5	4.43	.829
4 The location of the company is strategic to both consumers and suppliers	83	2	5	4.24	.850
5 Market size has motivated managers to improve on production	83	2	5	3.77	1.028

Source; *Primary Data (2017)*

4.3.1 Regional Knowledge has enabled the Company to Increase on its Sales.

Respondents were required to state whether regional knowledge has enabled the company to increase on its sales and the findings indicated a mean of 3.81 which implied that majority agreed to this statement. The standard deviation of these responses was 0.848 which indicated that respondents had varying responses on the statements. This implies that much as the majority

agreed to the statement, there are a number of employees that disagreed because the company's sales are not only increased by regions.

4.3.2   Company's location has enabled it to make more sales.

The study revealed that the company's location has enabled it to make high sales where the respondents in question (2) agreed with the mean value of 4.39 and the standard deviation of 0.659 showing a deviation from the mean. This implies the company's location an important role.

4.3.3   Uganda is the Top Consumer of Riham Products.

The research wanted to ascertain whether Uganda is the top consumer of RIHAM products and the findings indicated a mean of 4.43 which implied that the majority agreed to the statement. Standard deviation was 0.829 which implied that respondents had varying views on the statement. This means that much as the majority agreed to the statement, some employees disagreed because RIHAM products are also exported to other countries and are liked there.

4.3.4   The Location of the Company is strategic to both Consumers and Suppliers.

The results in question (4) table 4.5 indicated that in line with geographic segmentation, the company's location is strategic to both customers and suppliers where the respondents were in the mid position with the mean value of 4.24 and the standard deviation of 0.850 indicating a wide deviation in the responses. This implies that the company's location is strategic to both customers and suppliers of Harris international.

4.3.5 Market size has motivated managers to improve on production.

Finally the study in question (5) indicated that the market size has motivated managers to improve on production where the respondents agreed with the mean value of 3.77 and the standard deviation of 1.028 indicating dispersion in the responses. This implies that market size motivates managers at Harris International.

Table 4.7: Showing Correlation analysis between Geographic Segmentation and Organization Market Performance

		Geographic segmentation	Organization market performance
Geographic segmentation	Pearson Correlation	1	.336**
	Sig. (2-tailed)		.000
	N	83	83
Organization market performance	Pearson Correlation	.336**	1
	Sig. (2-tailed)	.000	
	N	83	83

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

Correlation analysis showed a moderate significant positive relationship ($r = 0.336$, $p < 0.01$) between geographic segmentation and organization market performance. This means that organization market performance is positively affected by geographic segmentation for example location which is part of geographic segmentation have increased on company's sales since the company is located in a strategic place to its customers. These findings are in tandem with Grey

and Mitev (2005) who suggested that location determines not only work structure, but also marketing style, culture, management styles, and beliefs.

4.4 Psychographic Segmentation and Organization Market Performance in Harris International

Table 4.8: Showing Mean and Standard Deviation of Psychographic Segmentation and Organization Market Performance in Harris International.

	N	Minimum	Maximum	Mean	Std. Deviation
1 Customers attitude towards our products has enabled us improve quality	83	2	5	3.92	.648
2 Changes in one's lifestyle affects his buying behavior	83	3	5	4.55	.610
3 People in social class do not consume RIHAM products	83	1	4	2.95	.923
4 What people value and thinks affects their buying behavior	83	2	5	3.92	.872
5 The company communicates differently to different personalities	83	1	4	2.13	.777

Source; *Primary Data (2017)*

4.4.1   Customers Attitude towards our Products has enabled us to improve Quality.

Question (1) showed that customers attitude towards our products has enabled the company to improve on its where the respondents agreed with the mean value of 3.92 and the standard deviation 0.648 showing varying responses about the statement. This implies that customers attitude towards the products enabled the company to improve on product's quality as part of psychographic segmentation at HARRIS International.

4.4.2   Changes in One's Lifestyle affect his Buying Behavior.

Table 4.8 results in question (2) revealed that a change in one's lifestyle affects his buying behavior. It is indicated that the respondents agreed with the mean value of 4.55 and the standard deviation of 0.610 indicating wide dispersion in the responses about the statement. This means that changes in one's lifestyle affect peoples' buying behavior at Harris international

4.4.3   People in Social Class do not Consume Riham Products

In View of the above, question (3) showed that people in social class do not consume RIHAM products where the respondents are in the mid position of 2.95 and the standard deviation of 0.923 indicating a wide dispersion in the responses at Harris international. This means that the people in social class do not consume the company's products.

4.4.4   What people value and the way they thinks affect their Buying Behavior

The researcher wanted to establish whether what people value and thinks affect their buying behavior. The findings indicated a mean of 3.92 which implied that a big number of the respondents agreed to the statement. The standard deviation was 0.872 which implied that respondents had varying views on the statement. This means that much as the majority

respondents agreed to the statement, a number of employees also disagreed with the statement because what people value cannot totally affects their buying behaviors.

4.4.5   The company communicates differently to different personalities.

Question (5) showed that the company communicates differently to different personalities where the respondents agreed with the mean value of 2.13 and the standard deviation of 0.777 indicating low dispersion in the responses about the statement. This means that there is away how the company communicates to different personalities.

Table 4.9: Showing Correlation analysis between Psychographic Segmentation on Organization Market Performance.

		Psychographic segmentation	Organization market performance
Psychographic segmentation	Pearson Correlation	1	.220
	Sig. (2-tailed)		.000
	N	83	83
Organization market performance	Pearson Correlation	.220	1
	Sig. (2-tailed)	.000	
	N	83	83

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

Correlation analysis showed a lower positive significant relationship ($r = 0.220$, $p < 0.01$) between psychographic segmentation and organization market performance. This means that organization market performance is affected by psychographic segmentation. This means that

psychographic segmentation is important because they determine how the organization market performance will be. Since there is a lower correlation, the company needs to improve on its psychographic segmentation for example by studying and understanding consumers' lifestyle, the way they think and what they value.

4.5 Behavioral Segmentation and Organization Market Performance in Harris international

Table 4.10: Showing Mean and Standard Deviation of Behavioral Segmentation and Organization Market Performance in Harris International.

	N	Minimum	Maximum	Mean	Std. Deviation
1 Consumer decision making is affected by his behavior.	83	3	5	4.35	.633
2 People with positive behavior towards our products are retargeted.	83	2	5	3.73	.828
3 Past consumer response enabled RIHAM to predict its future sales	83	3	5	4.71	.482
4 Consumers buying patterns enabled the company to increase on its quantity.	83	2	5	3.96	.788
5Customerstakesmoreofourproduct sduringoccationsandfestivalseasons	83	1	5	3.76	1.122

4.5.1 Consumer decision making is affected by his behavior.

The study revealed that consumer decision making is affected by his behavior where the respondents agreed with the mean value of 4.35 and the standard deviation of 0.633 indicating dispersion in the responses about the statement. This implies that consumer decision making is affected by his behavior.

4.5.2 People with positive behavior towards our products are retargeted.

Respondents were required to state whether people with positive behavior toward the company's products are re-targeted. The findings indicated a mean of 3.73 which implied that the majority of the respondents agreed to the statement and a standard deviation of 0.828 which implied that the respondents had varying opinions about the statement. This means that much as many respondents agree to the statement, there is a number of few respondents that disagree with it because they think that the company does not only re-target people with positive behavior towards the products but they re-target all their customers.

4.5.3 Past consumer response enabled Riham to predict its future sales.

The researcher also wanted to establish whether past consumer response enabled the company to predict its future sales. The findings indicated a mean of 4.71 which implied that a big number of the respondents agreed to the statement and a standard deviation of 0.482 which implied that the respondents had varying views on the statement. This means that much as the majority of the respondents agreed to the statement, there was also a number of respondents that disagreed to the statement because the past consumer response does not necessarily enable the company to predict its future sales.

4.5.4 Consumers buying patterns enabled the company to increase on its quantity.

Respondents were further required to state whether consumers buying patterns enabled the company to increase on its quantity. The findings indicated a mean of 3.96 which implied that the majority of the respondents agreed to the statement and a standard deviation of 0.788 which implied that the respondents had varying views on the statement. This means that the majority of the employees agree that consumers buying patterns enabled the company to increase on its, but there are some employees that think otherwise.

4.4.5 Consumers takes more of our products during occasions and festival season.

Finally the study in question (5) indicated that customers takes more of the company's products during occasions and festival season where the respondents agreed with the mean value of 3.76 and the standard deviation of 1.122 indicating dispersion in the responses. This implies that company's products are consumed more during occasions and festival seasons.

Table 4.11: Correlation Analysis between Behavioral Segmentation on Organization Market Performance

		Behavioral Segmentation	Organization Market Performance
Behavioral segmentation	Pearson Correlation	1	.503[**]
	Sig. (2-tailed)		.000
	N	83	83
Organization market performance	Pearson Correlation	.503[**]	1
	Sig. (2-tailed)	.000	
	N	83	83

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

Correlation analysis showed a highly significant positive relationship (r = 0.503, p < 0.01) between behavioral segmentation and organization market performance. This means that organization market performance is very positively affected by behavior for example a consumer's decision making is affected by his/her behavior. These findings are in agreement with Appelbaum et,al (1999) who said that one of most important component which helps in the market performance is behavior. Unfortunately, some organizations don't pay attention to it and yet without behavior, organization market performance is impossible.

4.5   Conclusion

This chapter presented, discussed and interpreted the findings as collected during the study. all correlation analysis showed that there was a relationship between market segmentation and organization market performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study examined the influence of market segmentation on organization market performance with specific reference to Harris international. This chapter presents the summary of findings, conclusions and recommendations of the study and these are presented according to the findings in objective in chapter four.

5.2 Summary of key findings

5.2.1 Effect of demographic segmentation on organization market performance.

The first objective was to establish the relationship between demographic segmentation and organization market performance.

There is a low positive significant relationship ($r = 0.230$, $p < 0.01$) between demographic segmentation and organization market performance. This implies that the company needs to improve on the way it segments its customers demographically. It can improve it by studying and understanding occupational and income levels of the customers.

5.2.2 Effects of geographic segmentation on organization market performance.

There is a moderate significant positive relationship ($r = 0.336$, $p < 0.01$) between geographic segmentation and organization market performance. This means that organization market performance is positively affected by geographic segmentation for example location which is part of geographic segmentation have increased on company's sales since the company is located

in a strategic place to its customers. Therefore geographic segmentation is vital for organization market performance and ultimately leads to an increase in company's sales and profits.

5.2.3 Effects of psychographic segmentation on organization market performance.

There is a lower positive significant relationship ($r = 0.220$, $p < 0.01$) between psychographic segmentation and organization market performance. This means that organization market performance is affected by psychographic segmentation. This means that psychographic segmentation is important because they determine how the organization market performance will be and since there is a lower correlation, the company needs to improve on its psychographic segmentation for example by studying and understanding consumers' lifestyle, the way they think and what they value.

5.2.4 Effects of behavioral segmentation on organization market performance.

There is a highly significant positive relationship ($r = 0.503$, $p < 0.01$) between behavioral segmentation and organization market performance. This means that organization market performance is very positively affected by behavior for example a consumer's decision making is affected by his/her behavior.

5.3 Conclusions

The result of the study revealed that there is a low positive significant relationship between demographic segmentation and organization market performance, that there is a moderate significant relationship between geographic segmentation and organization market performance, that there is a lower positive significant relationship between psychographic segmentation and organization market performance and finally there is a highly significant positive relationship

between behavioural segmentation and organization market performance. Therefore it was concluded that there is a positive relationship between market segmentation and organization market performance.

The study therefore concludes that market segmentation has a positive and significant relationship on organizational market performance.

The discussion of the study is presented according to the objectives of the study. In regard to market segmentation, it was concluded that since the respondents through questionnaires seem to agree that it affects the way things are done in the organization, it is therefore important for market segmentation to be strengthened so as to be able to achieve the goals and objectives of Harris international and to increase on its market performance.

On testing the relationship between market segmentation and organization market performance, the study revealed that they have a significant and positive relationship. Finally it is therefore concluded market segmentation has a direct relationship with organizational market performance at Harris international.

5.4   Recommendations

On the basis of study findings, discussions and conclusions, the following recommendations in relation to the observations were made;

Top management together with marketing department of the organization should ensure that market segmentation in the organization is upheld in a bid to increase organization market performance.

The management of the organization needs to hire a consultant to offer further training in the marketing department that have been changed for them to adopt more easily and ensure that there is efficiency. This will improve the known market performance of the organization.

Harris international and other organizations should always segment their markets (customers) as a way of streamlining market planning because it will lead to market performance.

Harris international and other organizations need to carry out market research before carrying out any marketing activity since it will necessity performance of the organization and also save on resources.

5.5 Areas for further research

The study was carried out at Harris international and yet other soft drink manufacturing companies have also adopted market segmentation. Therefore a similar study may also be needed to be undertaken in other different companies.

Areas of further study may include;

- Demographic segmentation and Market Performance

- Geographic segmentation and Market Performance

- Psychographic segmentation and Market Performance

- Behavioral segmentation and Market Performance

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APPENDICES

Appendix 1: QUESTIONNAIRE

Dear Respondent,

I am NABITOSI ALLEN a third year student of Uganda Martyrs University pursuing a bachelor's degree in Business Administration and Management. As part of my academic requirement, I am carrying out research on a topic *"The effect of Market Segmentation on Organization Market Performance"*. You have therefore been purposively identified as a resourceful person in providing the required information. The purpose of this research is purely academic and the information you give will be anonymously treated with confidentiality.

SECTION A: **BACKGROUND INFORMATION /BIO DATA**

1. Gender: a) Male   ☐   b) Female   ☐

2. Level of academic qualification

a) Certificate   ☐   b) Diploma   ☐

c) Degree   ☐   d) Masters and above   ☐   e) "o" level   ☐

f) "A" level

3.   Years   worked in the organization

a) 0-5 years   ☐   b) 6-10 years   ☐   c) 10 years and above   ☐

The key

1	2	3	4	5
Strongly disagree(SD)	Disagree(D)	Not sure(N)	Agree(A)	Strongly Agree(SA)

Please use the above scale to tick in the box the appropriate view on the below statements.

DEMOGRAPHIC SEGMENTATION AND ORGANIZATION MARKET PERFORMANCE

No	Item	1	2	3	4	5
1	Age and gender determines product preferences or buying behaviours of customers.					
2	Consumers of same helps in maximising the company's sales and profits.					
3	Religion plays a greater role in the consumption of the company's products.					
4	Knowledge about occupational levels of target market has helped the company to avoid costly mistakes in marketing plan.					
5	Income levels have helped the company to forecast what might happen with sales in future and make some decisions about upcoming production.					

GEOGRAPHIC SEGMENTATION AND ORGANIZATION MARKET PERFORMANCE

No	Item	1	2	3	4	5
1	Regional knowledge has enabled the company to break the market into sections by climate, density and market size thus an increase in sales.					
2	The company's location has enabled the company to make high sales since it is in the town.					
3	Uganda among other countries is the top consumer of the RIHAM products.					
4	The company's location is strategic to both customers and suppliers of raw-materials.					
5	Knowledge about climate, regions and market size has motivated managers to improve production technology capacity.					

PSYCHOGRAPHIC SEGMENTATION AND ORGANIZATION MARKET PERFORMANCE

No	Item	1	2	3	4	5
1	People's attitude towards the product has enabled the company to improve and change on its products.					
2	Changes in person's life style affect his/her buying behaviour.					
3	It is believed that people in social class does not consume RIHAM's products.					
4	The way people thinks and what they value affects their buying behaviour.					
5	The company communicates differently to different personalities.					

BEHAVIORAL SEGMENTATION AND ORGANIZATION MARKET PERFORMANCE

No	Item	1	2	3	4	5
1	Consumer decision making towards our products is affected by his/her behaviour.					
2	The company have re-targeted people that have exhibited positive behaviour towards its products.					
3	Consumers' response towards our product in the past has enabled the company to predict its sales in future.					
4	Consumers buying patterns has enabled the company to increase on its quantity.					
5	Customers have a behaviour of consuming more of our products on occasion and festival seasons.					

Thank you for your co-operation.

Appendix 2: INTERVIEW GUIDE

1. What is your view on the effect of market segmentation on of our organization?

……

………………………………………………………………………………………………….

How has demographic segmentation contributed to organization market performance?

……

…………………………………………………………………………………………………....

Do you think geographic segmentation is practiced well in Hariss International?

If yes, how?

If no, why?

……

…………………………………………………………………………………………………....

What are the strategies that the company can use to improve on its market performance?

……

……

Does Hariss International practice market segmentation?

……

……

THANK YOU FOR PARTICIPATING IN THIS RESEARCH.

Appendix III; Research Introductory Letter

Uganda
Martyrs
University

making a difference

Office of the Dean
Faculty of Business Administration and Management

Your ref.:
Our ref.:

Nkozi, 21ˢᵗ April, 2017

To Whom it may Concern

Dear Sir/Madam,

Re: Assistance for Research:

Greetings and best wishes from Uganda Martyrs University.

This is to introduce to you __Nabitosi Allen_____ who is a student of Uganda Martyrs University. As part of the requirements for the award of the Degree of Bachelor of Business Administration and Management of the University, the student is required to submit a dissertation which involves a field research on a selected case study such as a firm, governmental or non governmental organization, financial or other institutions.

The purpose of this letter is to request you permit and facilitate the student in this survey. Your support will be greatly appreciated.

Thank you in advance.

Yours Sincerely,

Dr. Marie Nakitende
Dean

2 1 APR 2017

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