

# Marketing strategy and marketing performance of higher institutions of learning

## Case study: Uganda Martyrs university Nkozi campus



**Uganda Martyrs University**

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**Marketing strategy and marketing performance of higher institutions of learning**

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**By**

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## **DEDICATION**

This academic work is dedicated to my father and mother for all the time, money and effortless sacrifice she put into my studies.

## **ACKNOWLEDGEMENT**

I thank the Almighty God the provider of knowledge and wisdom for seeing me through my studies and for enabling me to undertake my research successfully, without His grace I would not have made it.

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May the Almighty Lord bless you abundantly!!

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## **LIST OF ABBREVIATION/ACRONYMS**

<b>DPMD:</b>	Deepening Product Mix Depth
<b>NCHE:</b>	National Council for Higher education
<b>PR:</b>	Public relations
<b>SPSS:</b>	Statistical Package For Social Scientists
<b>UMU:</b>	Uganda Martyrs University

## **ABSTRACT**

This study examines marketing strategy and marketing performance of higher institution of learning. In particular, the focus of exploring marketing strategy as the independent variable and marketing performance as the dependent variable conceptualizations associated with successful higher education brands in Uganda martyrs University as case study. The study objectives were; evaluating the relationship of branding and marketing performance, Analysing public relations involvement to the marketing performance of universities and Assessing the product mix Strategy and branding in relation to the marketing performance. A case study design was adopted and data collected from a sample of 50 respondents. Self-administered questionnaires, interview guide and documentary review guide were used in the study. Data was analysed using SPSS Version 16 and findings were presented in a tabular format showing frequencies, percentages, mean and standard deviation. Qualitative findings were presented in themes in a narrative form. The findings show that Uganda Martyrs University brand is a vital factor to one's decision of joining the university and it was exposed that University functions, social corporate responsibilities activities and government events has created goodwill amongst the public which has increases student intakes and enrolment. It was also established that internet facilities, accommodation, catering services, sports activities, church services and a wide range of courses and programs that attract and try to satisfy different demands by the target market. This confirms that there is a significant relationship between branding, public relations, product mix and marketing performance. Finally the researcher recommended that the institution should gain insight from multiple stakeholders. When conducting a marketing assessment, involve key personnel (e.g. executives, marketing and sales leaders) to create a clear, well-rounded view of where the institution stands, and what work needs to be done to increase the potential for success.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 INTRODUCTION**

This chapter describes the background and the context of the dissertation. It also presents the research problems and key research objectives of the study and gives a short introduction to concepts used in the later text. Additionally, the chapter discusses the scope of the study. This Study assessed the impact of marketing Strategies on the marketing performance of higher institutions of education in Uganda. Uganda Martyrs University (UMU) was the case Study.

Today the number of universities is rapidly increasing especially private universities according to the National Council for Higher education (NCHE). This therefore has created a lot of competition for Students and this has gradually reduced the market share. However, higher institutions marketing Strategies are being neglected and hence having poor marketing performance. That is to Say, there is a need for universities to adopt very good marketing strategies in order to have a great market performance. This is affecting the university in various ways for instance gradually reducing number of intakes into the universities. Many universities do not have marketing functions and this is slowing down their growth, market share and competitive advantage to compete with the rapidly growing industry. Universities in the country excluding colleges and technical institutions are 45 (NHCE, 2016). This therefore requires the universities to carryout intensive marketing in order to command a bigger market share of their Student intake. The major question is why many students are vastly opting for Public universities yet the private Sector is vastly better?

Education has been argued to be a quasi- commercial service industry (Brookes, 2003) and universities are behaving increasingly as corporations in many respects (Veloutsou et al., 2004;

Bunzel, 2007). With increased commercialization comes an associated focus on marketing and branding and the adoption of marketing as an ethos by diverse sectors, including education, is no longer under debate (Shepherd, 2005). The challenge for universities, however, is that effective application of marketing to specialist areas such as education is arguably not well developed (Hankinson, 2004). As part of marketization it is argued that marketing strategies and marketing performance is a key competence as universities compete for resources (Louro & Cunha, 2001; Veloutsou et al., 2004; Helmsley-Brown & Oplatka, 2006).

### **1.1 BACKGROUND TO THE STUDY**

An organization's strategy that combines all of its marketing goals into one comprehensive plan. A good marketing strategy should be drawn from market research and focus on the right product mix in order to achieve the maximum profit potential and sustain the business. Marketing efforts and know-how are instrumental in commercializing ideas and inventions successfully. Therefore, it could be fatal for companies to ignore the importance of marketing (cf. e.g. Yli-Kovero, 2006; Salminen, 2006). Kotler (1999) emphasizes the position of marketing to even argue that, in the future, marketing has the main responsibility for achieving profitable revenue growth for the company. Today cost-efficiency does not provide long-term competitive advantage for companies whereas marketing, when well conducted, does. Especially in the field of strategic marketing, benefits are still largely waiting for realization.

Marketing has traditionally been viewed and treated more as an operational rather than strategic function in companies. It has focused on decisions related to analyzing and selecting target markets, product and brand development, promotion, and channels of distribution (Hunt and Morgan, 2001). This perhaps somewhat biased standpoint presents marketing as a task of creating, promoting and delivering goods and services to consumers and businesses (Kotler,

2003). It is generally accepted that acquiring a new customer may turn out to be considerably more expensive than building customer loyalty among firm's current customers (e.g. Kotler, 2003). This strongly speaks for the need for higher levels of customer orientation among companies.

Uganda's higher education constitutes of 45 universities, 38 private, and 7 government financed, (NCHE .com, 2016). The higher educational level is vastly growing. The number of student intakes is rapidly increasing by 44.4 % (NCHE, 2013). This is however not matched by the development in infrastructure which is slow. These numbers greatly explain the rapid increase in the number of universities in the country. NCHE, (2013) puts the growth percentage at 30% basically private.

The rapid growth in the number of student intakes has caused public universities to take on more students than the facilities available, Atuhaire, (2009). This creates the major question as to why most students are opting for the public universities yet the private sector is vastly bigger. Very many factors come into play and one major factor is poor marketing strategies taken on by these universities. These culminate into poor marketing performance of the universities. My case study Uganda Martyrs University is a good representative of this. The sector has become very competitive and therefore marketing strategy is very essential in order to grab the available intakes. Lejuene, (2005) suggested that growth of a university is not only based on student enrolment but also maximisation of resources like distance learning. These all point to marketing strategy in relation to the universities performance in the market...

Kotler,(2005) defines marketing strategy as the goal of increasing sales and achieving a sustainable competitive advantage. And Jessica,(2013) gave metrics that are vital for measuring

an organisations marketing performance which include, revenue growth, website traffic, number of students, student retention rates and employee retention rates.

Marketing performance is best managed in Conjunction with performance planning, measuring, reporting and decision making. Measuring Performance involves the basic dimensions like website traffic, number of Student intake and revenue growth/sales.

Planning is Key to ensure that marketing performance is monitored and the right reactive and proactive actions are taken to achieve optimum performance. Performance management is therefore defined as the discipline and practice of measuring, learning from and improving marketing Strategies and tactics overtime Patterson (2007).

For the case of UMU, the population has reduced over the years from 2011 t0 2013 it has dropped from 4955 to 4557 students, (2012/2013 annual report, 2013). This shows how the campus has low student retention rates and as well as low student intakes.

From strategic point of view, as Morgan, Clark and Gooner (2002) argue, marketing budgets should be seen as capital expenditure in building revenue generating marketing assets rather than overhead expenditure; marketing resources ultimately drive long-term marketing performance. It is not easy, however, for marketing managers to convince executives in the absence of valid, reliable, and credible marketing performance assessment (MPA) systems. In addition to corporate executives, also marketing managers are often unable to uncover and confidently support cause-and-effect relationships between marketing inputs, marketing processes and marketing performance outcomes. (Morgan, Clark and Gooner, 2002) Difficulty to assess the marketing performance is evident since it depends on external, largely uncontrollable factors, such as customers and competitors (Neely, 2002). Additionally, links to business performance

are very often complex and may include some irrationality; for example, success sometimes bases considerably on luck. Thus, as the aggravated example shows, high performance of a product or a company may not have much to do with goodness of management.

It is nevertheless crucial to acknowledge the factors mainly affecting on goodness or badness of performance. If the company is doing poorly, it has to unravel the reasons for the current situation so that it can form a plan for a brighter future. On the other hand, a firm doing well must know what the most influential factors behind its success are because only accordingly it can sustain its competitive position also in the future. To emphasize the importance of understanding long-term value of company resources, Reed and DeFillippi (1990) state that ambiguous causalities in relationship between competitive advantage in the marketplace and comparative advantage in resources may lead to allowance of dissipation of comparative resource advantage. Barney (1991) gives hope to firms not aware of their resource impact on competitive advantage and business performance arguing that it may be as hard for its competitors, too. He puts it: “it is difficult for firms that are attempting to duplicate a successful firm’s strategies through imitation of its resources to know which resources it should imitate”.

Even though Bonoma and Clark (1988) argue that marketing’s outputs are subject to so many internal and external influences that establishing causes-and-effect linkages is very hard, if not impossible, it is somewhat alarming in the light of previous discussion how the connection between marketing efforts and business performance is still relatively vague for both academics and decision makers in business context. Increasingly, in order to survive and excel in today’s heavily competitive environment, companies need to be able to define their real competitive advantages and focus on them.



According to previous studies (e.g. Hooley *et al.*, 2001; Fahy and Smithee, 1999), marketing capabilities and assets possess potential to be important sources of competitive advantage for companies. As a component of marketing orientation of a company, also innovation orientation that situates between internal and external views has been showed to influence performance (e.g. Matsuno, Mentzer and Özsomer, 2002). In addition, marketing with strong market orientation seems to be increasingly important for firms (e.g. Kohli and Jaworski, 1990). This is due to strong inward focus of resource-based view of the firm which is at risk to ignore dynamic market conditions and nature of demand. Clearly, firms should thus start adapting principles of strategic marketing.

Despite general acceptance of value creation of marketing activities, marketing practitioners have found it difficult to measure and communicate to other functional executives and top management the value created by investments in marketing (Srivastava, Shervani and Fahey, 1998). To bring light to the prevalent situation, confirmatory statistical analysis basing on hypotheses from previous literature is a justified method to explore strategic marketing and its effectiveness.

It seems that studies attempting to link strategic marketing and its consequences on firm performance have not been conducted too much and e.g. Cadogan *et al.* (2002) emphasize the need for further research in different countries to advantage universality of the previous results. Additionally, international or inter-industrial comparison studies are lacking almost entirely. This study takes these research gaps into consideration and attempts to fulfill them by analyzing

“Marketing in the 21st Century” -data in order to find common regularities in the background of company performance in general and in different business environments.

## **1.2 PROBLEM STATEMENT**

The study was done to determine the extent of strategic marketing and marketing performance, aiming to provide practical scientific information of the current level of strategic marketing know-how, methods of measuring marketing performance, and ways to develop the know-how of universities. Additionally, the study aimed at facilitating a national discussion on the role of strategic marketing in Finnish companies and governmental or educational organizations. One of the principal goals of the project is to raise the skill-level, awareness and valuation of marketing in the Finnish society.

At this early phase of the project, it is necessary to conduct an international empirical study that clarifies the links between strategic marketing practices and business performance, to shed light to question “How can marketing performance be managed in practice?”

The primary contribution of this study to the Strategic Marketing project is to provide such a quantitative study. One of the major aims of this study is to give guidance to Finnish business managers on which marketing-related issues they should concentrate on in order to maximize their companies’ long-term financial performance in Uganda Martyrs University as case study and in foreign countries. The primary research problem for this study can thus be presented as follows:

Poor marketing strategy undertaken in the service sector. Negligence of the marketing function is common in the service sector and as a reference point; I take a close look at Uganda Martyrs University. From the hierarchies, there is no marketing function and manager but rather a public

relations officer. As one of the challenges, increasing number of students and sustaining them has become complex, (annual report, 2012/2013,). The student population over the last three years has dropped from 4955 in 2010/2011 to 4557 in 2012/2013. The marketing strategy bases on the marketing activities that an organisation engages in. marketing performance is based on various measurement metrics, (Donion, 2013.) some of which include, revenue growth, student retention rates, employee retention rates, profits and customer acquisition costs. Revenue growth of Uganda Martyrs University in terms of income in the years 2011/2012 15.5 billion shillings increased to 15.6 billion shillings in 2012/2013. This is a slow growth majorly due to the reduction in the student population. This signifies the relationship of the marketing strategy taken by the university to the marketing performance.

### **1.3 OBJECTIVE OF THE STUDY.**

The researcher seeks to investigate the relationship between the marketing strategy undertaken by higher institutions of learning and its marketing performance.

#### **1.3.1 SPECIFIC OBJECTIVES**

1. Evaluating the relationship of branding and marketing performance
2. Analysing public relations involvement to the marketing performance of universities
3. Assessing the product mix Strategy and branding in relation to the marketing performance

### **1.4 RESEARCH QUESTIONS**

1. What is the relationship between product mix Strategy and the marketing performance of Universities?

2. What is the role of public relations involvement to the marketing performance of Universities?
3. What is role of branding Strategy to marketing performance of Universities?

## **1.5 SCOPE OF THE STUDY**

Scope of the study refers to description of the boundary of the study in terms of the content, geographical scope and theoretical coverage and in time a single paragraph (Onen, 2008), this comprised of geographical, time, and content score.

### **1.5.1 Content scope**

The study was confined to Marketing strategy and marketing performance of higher institutions of learning and how it affects the marketing performance. The dimensions of the independent variable included Product mix strategy, Branding strategy and Public relations then the ones for the dependent variable include Website Traffic, Quality assurance, Student Intake, and Revenue growth and the moderating variables include Government policy and Business Location which will not be considered.

### **1.5.2 Geographical scope**

The research was carried out at Uganda Martyrs University located in Mpigi district 78 kilometres from Kampala city

### **1.5.3 Time scope**

The researcher covered a study period of two years from 2015 to 2017 the period from which the company started experiencing problems in marketing performance of the firm

## **1.6 SIGNIFICANCE OF THE STUDY**

Marketing in higher education has a very different role today than it had only a few decades ago: from advertising, publicity, lobbying and fundraising as sporadic, non-systematic activities, it has developed a totally new dimension with emphasis on image and reputation creation, attracting new and alternative financial resources, etc. Estimations say that „traditional universities“allocate about 5% of their income for marketing purposes, in & Gibbs, 2009, p. 44). Student as the major stakeholder and his needs is in focus of all activities.

Marketing in higher education institutions based on integrated marketing principles of business sector helps them to face the challenges of the changes in the environment by creating so called „learning environment“ which is customized to satisfy the recognized needs of the customers. In the context of marketing orientation the process of higher education is seen as an exchange process where institutions offer different knowledge, skills and competencies, preparation for career, satisfaction and other benefits to their customers by using different resources, and in return they receive tuition fees, donations, time and energy from their stakeholders (students, funders, labour market).

Higher education institutions today have got poor student retention rates and relatively low intakes as compared to number of students available for university in takes. (NCHE 2011 report, 2013). Universities to survive in the education sector need their major source of income being students' fees and tuition. Therefore, marketing performance of these higher institutions is crucial to ensure student attainment and retention. The strategies that they take on are crucial to the issue of development.

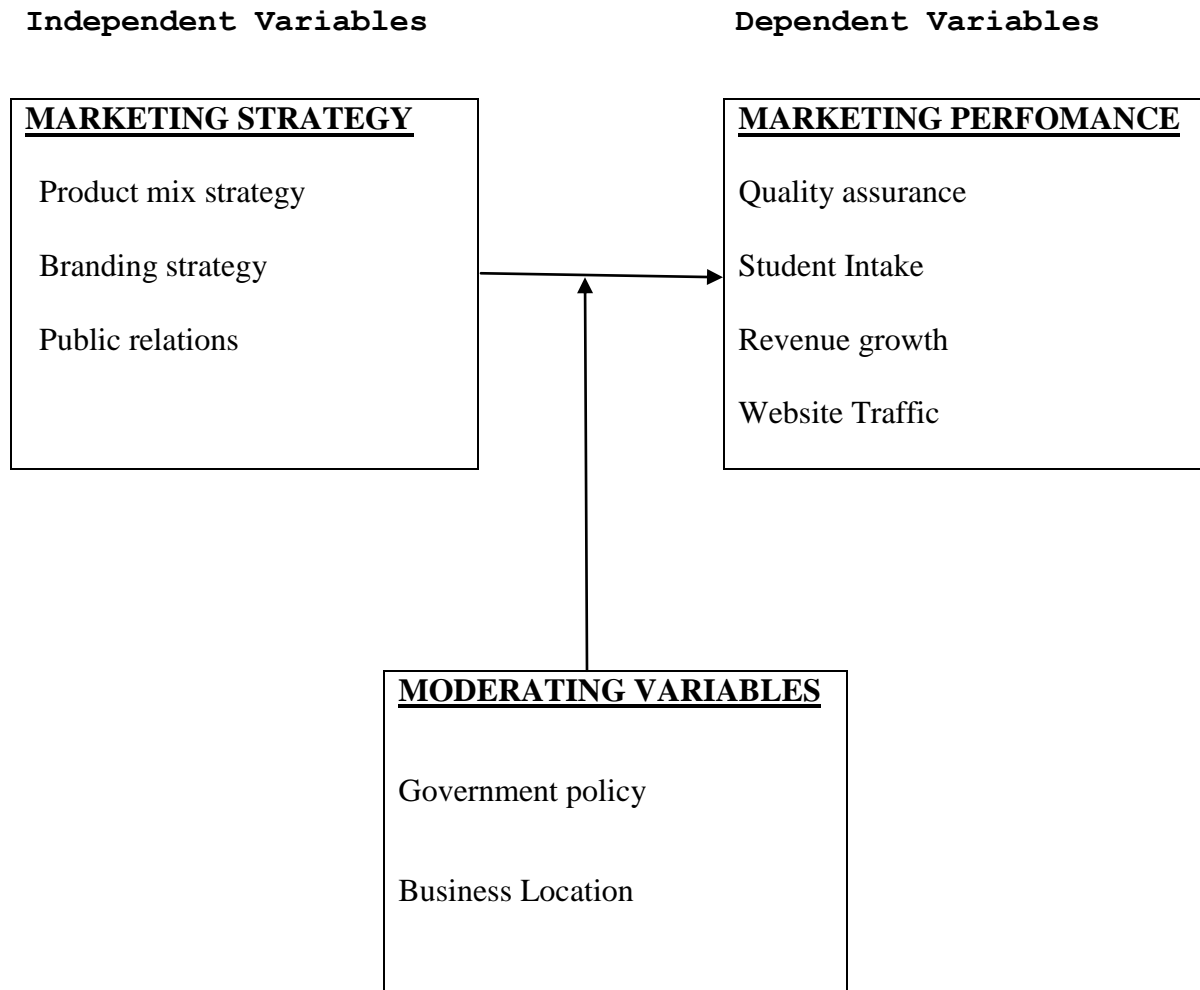
However, it is still open for discussion: how well is marketing implemented in higher education and is there an efficient system and network between all stakeholders that enables organization and implementation of marketing orientation (Birnbaum, 2000).

### **1.7 JUSTIFICATION OF THE STUDY**

Higher education institutions in the country today need to carry out the right marketing strategies. Therefore, the study determined how the strategy affects the marketing performance. Therefore higher education institutions in Uganda have got to eliminate the poor or mediocre strategies taken on in order to fight the challenges such as low student intakes, low student retention rates and low employee retention rates.

## 1.8 Conceptual Framework.

Figure 1. 1: Conceptual Framework.



Source: Primary Data

## **MARKETING STRATEGY**

Public relations is a strategic communication process that builds mutually beneficial relationships between organisations and their publics and is very important in creating good will and awareness in the public hence better marketing performance.

Branding is the process involved in creating a unique name and image for a product in the consumers' mind, through advertising campaigns with a consistent theme. Branding aims to establish a significant and differentiated presence in the market that attracts and retains loyal customers.

Product mix strategy also known as assortment refers to the total number of product lines that a company offers to its customers. For example, the number of various courses and programmes the university offers as well as other services such as accommodation, insurance, library services, and catering.

## **MARKETING PERFORMANCE**

Marketing performance is marketing's results or output compared against the set objectives. Marketing performance determines how the organisation is performing both financially and socially. The metrics used to measure performance include student intake numbers, website traffic data, revenue growth and quality assurance.

## **INDEPENDENT VARIABLES**

Government policy are the rules and regulations that the higher institutions of learning are supposed to follow in order to achieve their goals



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

This chapter present the related literature on the study variables of Marketing strategy and its effect on marketing performance in higher institutions of learning. The literature review focus on the major themes of the study which are; Evaluating the relationship of branding and marketing performance, Analysing public relations involvement to the marketing performance of Universities, and Assessing the product mix Strategy and branding in relation to the marketing performance

#### **2.1 MARKETING STRATEGY**

In this work, managing growth and maximising resources, the case of Uganda Martyrs University, Lejuene (2005, pg. 41-47) states, programme choice and courses taken on are important and very vital marketing strategy aspect. Unique choices give a competitive advantage as well as maximising the concept of long distance learning. Students both young and old are attracted through these methods.

#### **Service quality in higher education**

Quality is being defined in different terms: as readiness for use (Juran, 1982), as value-added (Shannon, 1997, pp. 94-97), as constant, never-ending improvement (Foster, 2001, p. 36). In marketing terms we can say that something is of quality if it satisfies the consumer's expectations. So it can be defined as consumer's satisfaction (Juran, 1988) or as adaptation to the requirements (Crosby, 1984).

Quality of the higher education is a dynamic category based on the aspiration for constant improvement of all processes and their outcomes. It is „spiritus movens“ of social development, driving force of economic development and backbone of individual career development (AZVO, 2011). For a marketing strategy planning process to workout, these various problems must be identified, prevented, controlled or even eliminated, (McDonald and Wilson , 2011)

The major challenges in higher education today are: decreasing quality due to inadequate models of teaching process evaluation, inadequate application of existing quality control mechanism, favorization of general education, devaluation of liberal model of education, plethora of information and fragmentation of knowledge, commercialization of scientific projects, etc. (Gajić, 2010, pp. 44-46), Measuring market opportunities, forecasting and market knowledge are crucial aspects to marketing strategy build and implementation. Opportunities through survey, focus groups, research, market tests, sales forecast, customer needs and behaviour knowledge create market awareness, provide forecast metrics and assess opportunity viability, (Orville, Walker and John, 2011, pg. 111-117.)

All these challenges put increasing pressure on traditional universities and at the same time create favourable environment for transformation of higher education institutions from faculty-centered into market-driven organizations. From this fact arises the need for application of marketing concept in higher education institutions. Weak support from board of directors, Delegation of planning to planner, Separation of strategic and operational plans and Avoid once a year rituals towards marketing.

As a strategy, pricing is important as regards to marketing an institution as suggested by Craven and Piercy (2003, pg. 373-390). Pricing of the product or service affects the organisations financial and marketing performance. Most importantly it creates brand awareness.

In higher institutions of learning, marketing strategy is very in increasing student retention rates as research by Ackerman and Schibrowsky, (2007). This can be done in ways such as health care provision and favourable student policies. Factors that affect student retention rates include environment, institution policies, personal characters and ethnicity. The marketing strategy can align all these.

Institutions must revolutionise as a strategy, (Adock, Halborg and Ross, 2001, pg. 53-58).they describe it in the view of electronic business and the internet. They must apply it because it improves communication, internal and external collaboration, creates more efficient supply chain management, increases information exchange and creates superior access to new markets and customers.

Adock, Halborg and Ross (2001, pg. 4-5) further show the importance of the marketing strategy as a demerit to exclude the marketing function because it integrates various operations such as finance operations, pricing, advertising, public relations, publicity.

## **2.1 Branding and marketing performance**

The consumer makes evaluations on alternative brands by comparing the potential choices of solving the purchase problem. Comparing the choices, the consumer will create beliefs, attitudes and intentions regarding the alternatives under consideration. And then, analyses the presence of different features in the choices. Furthermore, Sartain, (2005) begins to reflect on the importance, advantages or disadvantages of these features seen by Jaworski, (2010). This leads to the purchase Decision: in the assessment of different choices, the consumers classifies different brands and the purchase intention is created in his mind. Post purchase behaviour: when the product is purchased, consumers have some expectations of their purchase. Sartain, (2005)

pointed out that the difference between consumer expectation and product performance determines whether the consumer is satisfied or not. If the product is in the expected level or higher, the consumer will be satisfied. If not, the consumer will regret his purchase.

In the case of the branded products, a higher price reflects a superior quality, in this way being justified the fact that some consumers are willing to pay a higher price in order to have these goods. Moreover, it was demonstrated that a superior quality of the branded products will make the clients become loyal on long term, no matter what their price is. Sartain, (2005) in the Human Resource Management journal also argued the existence of a positive correlation between the branded goods and the consumers' wish of buying them again, in the future

If a person has a low- level of involvement in the first purchase of a product, “ solving limited problem,” is a proper decision process and the information will be processed with purchase condition passively and unintentionally due to personal relations and low apprehended risk. It is perceived that people who are in the condition of low-level involvement decision will go through the following drawn path. Relationships can help to make consciousness in the decision making process in low-level consciousness. However, Fill, (1999) argued that when people have a passive role for problem solving, the messages should contain lower and shorter information than high level-involvement. In this condition, repetition of the message is important because the receiver has not a lot of information to keep and maintain and his conceptual choice process filters low-level information. Learning happens by being exposed to repetitive messages but in this part of the process, the attitude is not formed. When there is a little involvement, each person relies on intrinsic search

Martenson, (2007) commented that trust of the customer as a vital and necessary construct in developing customer relationships stronger and achieve sustainable share in the market. Few segments related to consumers are interested in store brands where as customers that are satisfied marked as loyal (Aleman (2005) declared trust associated from past experience becomes the part for current purchase and terms the customers as loyal which further intact the brand equity. Esch, (2006) defined operationally as Brand attachment is a longer-lasting, commitment inducing bond between the brand and the consumer.

Considering the quality offered by the branded goods, Casielles (2005) analysed the way in which the price of these goods is perceived to be fair or unfair. When consumers consider that the purchase of these products represents a loss for them, the satisfaction generated by the brand name will diminish and the probability of buying again these goods will reduce. On the contrary, when the prices of branded products are perceived as fair, they will have a positive impact on customers' loyalty (Barrile, and Loftus-hills 2007). Therefore, we can say that the perception of the price plays an important role not only in generating satisfaction, after buying the goods, but also in making the clients become loyal, fact that will translate into increased sales and increased profits of those companies. The ability of a company to retain and make loyal the customers is the best way of identifying the value of a brand. The loyal customers are very important for a firm because they allow the reduction of the marketing costs

"If a customer expects a bad level of quality and receives it, he/she will reduce his/her level of preference for the brand". It is an essential characteristic for every brand; perceived quality defines a customer's perception and the product's quality or superiority. The perceived quality provides fundamental reason to purchase. It also influences brand integration and exclusion to consideration set before final selection. A perceived quality provides greater beneficial

opportunity of charging a premium price. The premium raises profit and gives a resource to reinvest in the brand. Perceived quality will enable a strong brand to extend further and will get a greater success possibility than a weak brand (Aleman, 2005).

Mostly customers prefer to buy products from a well-known and familiar brand, rather than opting for the unknown and new brand. Sometimes they do not want to take a chance by trying to go for a new brand. Perceived quality of a brand influences the decision making process of a consumer. It also directly influences the brand loyalty of the consumers. Perceived quality has a greater influence in a customer's purchasing process and in brand loyalty (Sartain, 2005). This influence is very important when customers are in a condition, which makes them unable to make an analysis of the quality. Perceived quality can be used as a helping tool when company intends to utilize a pricing strategy with premium price and further extend a brand in several markets. All customers are conscious about the product quality. The majority of people prefer to go for well-known brands car which have a high reputation in the market for the different attributes of the quality. There are many quality attributes which the customer looks for, like the mileage, safety, design etc (Preyas, 2008).

The decision of a customer purchase is influenced when a company promotes a product of a recognized brand name in the market, company can also save the promotion cost, which can be utilized in the expansion of pricing strategy (Preyas, 2008). Brand equity is very helpful to penetrate in new market without much effort. Thus a known brand naturally creates a greater space for itself in the shelves than unknown brand. This affects the decision making of a customer as far as purchasing is concerned

Jaworski, (2010) said that brand name awareness plays an important role in decision making of a consumer; if customer had already heard the brand name, the customer would feel more comfortable at the time of making decision. Customers do not prefer to buy an unknown brand. Brand awareness is the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category so he can establish a link between product class and brand is involved” Therefore companies’ strong brand name is a winning track as customers choose their brand over unknown brand.

Brand plays an extra ordinary role in companies related to services because brands which are strong increase the pace of customer’s trust of the purchase that is invisible. Binninger (2008), suggested that earlier in 1990s customers loyalty is marked as a main concept against in association with many others that consists of commitment, satisfaction, identification, trust and the relationship with or attitude leading to brand. Trust of the customer and satisfaction with a retailer mediates the impact of trust in brand and satisfaction on customer.

The brand awareness, brand loyalty, perceived quality and brand association are the core assets for the brand equity. These are important assets for building strong brand equity which helps in increasing the brand awareness in the market. The perceived quality and its association with the brand name can affect the customer’s satisfaction and gives him the reason to purchase. This results in the high brand loyalty among the customer and greater share in market. Branding helps the consumers continue process and hold information pertaining to brands. Branding may also influence customers’ level of confidence in the decision making process. A Brand also involves the value added of product through customer relations and perceptions for the specific brand name (Sartain, 2005).

Jaworski, (2010) stated in the Journal of Marketing that brand loyalty shows customer preferences to purchase a particular brand; customers believe that the brand offers the enjoyable features, images, or standard of quality at the right price. This belief and faith of the customer becomes a base for new buying habits. Initially customers will purchase a brand for trial, after being satisfied, customers will keep on buying the product from the certain brand. Brand loyalty represents an encouraging approach towards a brand resulting in regular purchase of the brand over time.

Customer based brands with a positive equity, get more or less, a favourable customer response towards the product, price and promotion of the brand. They perform the similar marketing mix elements. Customer attributes the fictitiously known or unknown version of the product. Customer based brand equity will flourish when brand is well known and possess some favourable, well-built and unique reputation in memory. Favourable response always represents positive customers based brand equity. This also helps Companies and can progress and have greater profit by improving revenues and lower production and marketing cost.

Branding supports the company in facing the competition as a result of increased customer interest satisfaction. If a brand has a strong position in the segment, another brand will find a very difficult to compete in the same segment as they already correlate various characteristics with the recognized brand. (Sartain, 2005) noted that a brand can be effective in cases where it can influence the purchasing decisions with limited competition as a result of its attributes and characteristics in satisfying a customer interest.



## **2.2 Public relations involvement and the marketing performance**

Public relations involvement means the management function which evaluates public attitudes, identifies the policies and procedures of an individual or organization with the public interest, and executes a program of action to earn public understanding and acceptance” (Aleman 2005). If the virtues of the company and value offered by Public relations efforts meet the expectations of the consumer, it can leads to establishing long term relationship and strengthening of the consumer loyalty. Those corporations which commence cause- oriented marketing campaigns distinguish themselves in cut throat competition and get better their image which results in improved sales

Public relations (PR), refers to the overall term for marketing activities that raise the public’s consciousness about a product, an individual or issue. Shimp, (2009) explains PR simply as an organizational activity involved with fostering goodwill between a company and its various publics. Research has indicated that promotional budgets have recently increased tremendously

Jobber (2010) documents that public relations (PR) helps in the management of communications and relationships to establish goodwill and mutual understanding between an organization and its public. He further argues that publicity stimulates the media to carry information and viewpoint of the organization. There is creative development of ideas, development of close relationships of media people and understanding their needs and motivations. He adds that PR brings about a message of high credibility than advertising since it appears to the reader to have been written independently (by media person) rather than an advertiser. Because of this high credibility, it can be argued that it is more persuasive than a similar message in an advert.

A study found that perceived public relations are important on influencing the consumer loyalty. Establishing PR with customers along with managing the brand image can create consumer loyalty. They further state that PR activities help the organization to create favorable image of the product and create trust among consumers and thus influence the attitude and perception. Moreover the brand image influences the positive relationship between perceived public relations and customer loyalty (Varadarajan, *et al*, 2006).

In addition, Jobber (2004), further states that an organization can use PR as a powerful tool for creating awareness and strengthening the reputation of Organizations. The trick is to motivate everyone in an organization to look for newsworthy stories and events, not simply to rely on publicity department to initiate them.

Brassington and Pettitt (2006), agree with jobber who in his work states that publicity is seen as free coming from a neutral third party and therefore has more credibility. He gives an example of a car advertisement can tell you that a particular make of a car has good road holding capacity and you may or may choose to believe it, but if a newspaper's motoring correspondent or BBC's top gear programme concludes that the car demonstrates good road holding, then that constitutes neutral expert opinion and thus carries more weight.

Customers believe in that a company with favorable brand will honestly handle the feedback, observations and queries of the customer and thus they advise the company to their family members and friends, and this word of mouth of the satisfied customers attract them towards the company's products and thus total sales is increased. An organization's public relations and publicity activities are the means to foster its relationships with its various audiences and to

communicate with them. Public relations efforts are undertaken in order to form a favorable view in the public eye (Stotlar, 2005).

Boulding, (2009), pointed out that part of public relations staff responsibilities is to evaluate the advertising and promotion before serving it hot right into the eyes and ears of the public. They also observe the social, economic, political and demographic trends which will have a great effect on their sales and on the performance of the organization. Public relations officers assist the company executives in their speeches in the interviews and other forms of public contact. In addition, some managers handle special events such as sponsorship, parties, or activities to have an opportunity to widely introduce the new product or services. Some finds it more effectively that the direct advertising to gain full public attention, thereby increasing the performance of an organization.

The success of a public relation's affairs is based on their well-executed plans and strategies and most of the companies made it the central focus in their promotional strategy. However, Public relations center its focus when there is a launch of new product or service; need for a reposition of the existing product or service; create or increase a public interest in the in the product, service, or in brand; to influence, to defend the product or services that have suffered from negative perception; and to enhance the firm's overall image. The anticipated result of public relations strategy is to generate additional revenue through greater awareness and information with regards to the products or services being promoted, hence promoting performance of an organization (Hua, 2005).

According to Aderemi, (2004), the senior public relations person brings the problems and views of both publics and employees on particular products to the attention of other managers when crucial decisions are made. The senior public relations person is able to point out the consequences of decisions such as closing a manufacturing plant, introducing a new product, or changing labor relations will have on publics. He or she makes it possible, through communication programs with publics, for the people affected by these consequences to be aware of them and to discuss them formally or informally with management so that they have an opportunity to influence the final decision that affects them (Aleman 2005).

Public relations practitioners identify consequences of decisions and the presence of publics by engaging in environmental scanning and issues management. Environmental scanning means that they do research and talk to community leaders, leaders of activist groups, or government officials to find out who the publics are and what issues these might have concerning the product. They then help the organization manage these issues by communicating personally or through media with the public's who create them, thus influencing the performance of the organization, (Ferre, 2006).

Homburg, et al (2007) have the same view that PR have cost benefits since the company does not make any direct payments to the media for publicity though there costs involved, PR budgets are far less than those of advertising. They further argue that glancing through a newspaper it is seldom that a great deal of attention is primarily paid to advertisements much more attention is given to editorial or news sections. Similarly, people are more likely to divert attention from the television to do other things while the advertisements are being shown.

Fische (2007) agree that if the public are made aware of the benefits to be gained from a company's products from an independent source and that source is not being paid by the company in question, then the credibility factor is that much greater.

Lovelock and Wright (2008) further states that public relation also uses techniques like recognition and reward programs, obtaining testimonials from public figures, community involvement and support, fundraising and obtaining favorable publicity for the organization through special events and other pro bono work. It can therefore be hypothesized that public relations have a role to play in the performance of commercial banks.

Ishengoma and Kappel, (2010) pointed out that public relations officers assist the company executives in their speeches in the interviews and other forms of public contact. In addition, some managers handle special events such as sponsorship, parties, or activities to have an opportunity to widely introduce the new product or services. Some finds it more effective than the direct advertising to gain full public attention, thereby increasing the performance of an organization.

### **2.3 Product Mix Strategy and Marketing Performance**

Product Mix Strategy can be beneficial to organizations if utilized wells in a bid achieve marketing potential. A product mix can help a company to access different customer bases by offering a wide range of styles, sizes and price rang. Product mix refers to the range of different products offered for sale by a company. Nature of the product mix of a company has substantial bearing on the overall performance of the company (Stotlar, 2005). It affects the internal operations of the company in matters such as manufacturing operations, distributions, and costs. It also affects customers' perception of the company and its products.

Pricing is a critical element of the marketing mix and companies must make strategic choices about how to price their products to best achieve their business goals. The product mix is the collection of products and services that a company chooses to offer its market. Pricing strategies range from being the cost leader to being a high-value, luxury option for consumers (Binninger, 2008).

According to Cox (2007) documented about contraction of Product Mix pointing out that sometimes, an organization contracts its product mix. Contraction consists of dropping or eliminating one or more product lines or product items. Here, fat product lines are made thin. Some models or varieties, which are not profitable, are eliminated. This strategy results into more profits and better market performance from fewer products.

Expansion of product mix implies increasing the number of product lines. New lines may be related or unrelated to the present products (Aleman 2005). For example, Bajaj Company adds car (unrelated expansion) in its product mix or may add new varieties in two wheelers and three wheelers. When company finds it difficult to stand in market with existing product lines, it may decide to expand its product mix.

Thus right product mix will help company substantially in achieving economical operations. It can also improve the image of the company and its products. However, a poorly designed product mix can become wasteful and damage the image of company and its products. Deepening Product Mix Depth (DPMD) is also important for organizations to be able to achieve good market performance. In this case, a company will not add new product lines, but expands one or more existing product lines (Stotlar, 2005). Here, some product lines become fat from thin.

Hosseini, &Abolfazli (2007) also pointed out that alteration or Changes in Existing Products is also crucial. Instead of developing completely a new product, marketer may improve one or more established products. Improvement or alteration can be more profitable and less risky compared to completely a new product. Modification is normally in forms of improvement of qualities or features or both.

Developing New Uses of Existing Products has also helped organizations to be able to achieve great market performance. This product mix strategy concerns with finding and communicating new uses of products. No attempts are made to disturb product lines and product items. It is possible in terms of more occasions, more quantity at a time, or more varied uses of existing product (Humphrey, 2007).

As a product mix strategy, it is very important to trade up: Trading up consists of adding the high-price-prestige products in its existing product line. The new product is intended to strengthen the prestige and goodwill of the company (Humphrey, 2007). New prestigious product increases popularity of company and improves image in the mind of customers. By trading up product mix strategy, demand of its cheap and ordinary products can be encouraged.

Similarly, trading Down is also very important. The trading down product mix strategy is quite opposite to trading up strategy. A company producing and selling costly, prestigious, and premium quality products decides to add lower- priced items in its costly and prestigious product lines. Those who cannot afford the original high-priced products can buy less expensive products of the same company. Trading down strategy leads to attract price-sensitive customers. Consumers can buy the high status products of famous company at a low price (Stotlar, 2005).

According to Humphrey (2007) product differentiation is another unique product mix strategy that involves no change in price, qualities, features, or varieties. In short, products are not undergone any change. Product differentiation involves establishing superiority of products over the competitors. By using rigorous advertising, effective salesmanship, strong sales promotion techniques, and/or publicity, the company tries to convince consumers that its products can offer more benefits, services, and superior performance. Company can communicate the people the distinct benefits of its products (Aleman 2005).

## **2.4 Marketing Performance**

Donion,(2013), suggested 18 marketing performance metrics that matter of which these are cited out , revenue growth, website traffic and number of subscribers. These elements are important in measuring marketing performance of an organization statistically.

Brand management is very crucial for an organization to attain high performance in the market, (Morgan, 2012). He suggests that brand management must must contain specialized marketing capabilities such as market research, product management, pricing and marketing communications. With these, achieving marketing performance high members is possible.

An organization should have quality marketing performance management, (Diana, Marius, Nicoleta, 2013). This includes monitoring, assessing results, marketing planning, measuring, reporting and decision making to optimize performance.

Kerwick, et al, (2013) researched that marketing's relevance to business has become more important. They suggest that an organization should measure marketing performance, data collected should be used for predictive insight, marketing data should be important in decision making. This will enable competitive advantage, awareness and high marketing performance.



Accepting and quickly embracing new methods of assessing marketing productivity is important for an organization, (Rust et al, 2014, pg.76 cited Sullivan and Abela, 2007). They suggest that these new methods will provide more accurate statistics which will make marketing planning and decision making more efficient and reliable.

Research by Byline research organization, (2008) suggests that in measuring marketing performance, the customer activity, campaign effectiveness, customer satisfaction, market share and campaign results are some of the tools to base on while measuring market performance.

### **Website traffic**

IHM, (2011) held research on improving and understanding web traffic caching, website traffic is a new marketing metric that came to exist with the birth of internet. The more the traffic, the better the performance, IHM concluded that taking use of social networks, creation of mobile website versions and tracking changes are few of the techniques one can use to optimize website traffic.

Sitesuit.com (2012), provided ways on how traffic can be driven to an organizations new website. The techniques offered included, building email subscriptions on websites, setting up and maintaining social networks accounts such as twitter, Facebook, Myspace, Instagram, YouTube and also ensuring search engine optimization by the website hosts.

### **Revenue growth**

There are four fundamentals of revenue growth and organizations can ensure, (Brunner, 2013). The basics that Brunner states include pricing for value, speed of execution, corporate focus and customer alignment.

Accenture consultancy (2013) suggests that improving interconnection between sales, marketing and service, creating a chief customer officer and turning information from social media into opportunities is the best way of achieving sales effectiveness which is important in revenue growth of revenue.

### **Number of student intake**

NCHE, (2013) issued the 2011 report that depicted and increase in the number of universities being set up in the country which is rapidly increasing the level of competition for students. However, this is primarily because of the matched increasing number of students intake availability which NCHE, ( 2013) outs at a percentage increase of 32%. The universities are on a bigger percentage owned privately who aim at profit maximization hence competition being high.

### **2.5 Conclusion**

It is important to note that marketing Strategies is normally employed as a goal of increasing sales and achieving a sustainable competitive advantage. The study assessed marketing strategies through branding, public relations and product mix Strategy and how they affect market performance. The study gives literature on how marketing Strategies affects market performance of institutions. The study continues to stipulate the research methodologies that will be used as shown in the next chapter three.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY:**

#### **3.1 Introduction:**

The research study undertaken contains a number of techniques that aided carrying out the study. Some of these techniques included sample size, study population, research design, area of study, sampling techniques, data sources, methods of data collection, data analysis and presentation, limitations to the study and ethical considerations.

#### **3.2 Research design:**

The research design is a case study and it is Uganda Martyrs University. A case study is a description or analysis of individuals, groups and places. Case studies are advantageous in that they are a good design to challenge theoretical assumptions; they are flexible in that they allow the researcher to retain holistic characteristics of the real-life event.

The research was both qualitative and quantitative where by qualitative focuses on naturally occurring factors through conversational analysis, videos, and audios and as well as the environment in which the respondents are in. On the other hand quantitative focuses on figures and statistical methods of analysis that is mean, mode, median, frequency.

The time dimension for the study was cross-sectional. This is done when one needs to know about something at a particular time about people, elements examined and quantitative methods are used to analyze the data collected. This is usually for a short period of time.

#### **3.3 Study population:**

Unit of analysis: The unit of analysis is Uganda Martyrs University (main campus). There are other Universities but the study concentrated on Uganda Martyrs University.

Unit of inquiry: The unit of inquiry was the individual in the hotel that is administrators, waiter and waitresses, boutique attendants and the supporting staff. This means that the study population is a heterogeneous one it contains individuals at different levels and positions.

### **3.4 Area of study:**

The area of study was Uganda Martyrs University, Nkozi-Mpigi off the Masaka road.

### **3.5 Sample size:**

The study used a sample size of 50 respondents. Establishing the sample size requires the use of Krejice and Morgan, (1970) table for estimating the samples from the population. The formula for deriving the table is as follows:

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

Where;

s= required sample size

X<sup>2</sup>= the table value of chi-square for 1 degree of freedom at the desired confidence level

(3.841).

N= the population size.

P= the population proportion (assumed to be .50 since this would provide the maximum sample size).

d= the degree of accuracy expressed as a proportion (.05).

### **3.6 Sampling techniques:**

Stratified random sampling was used to collect the data needed for the study since the population is heterogeneous. Convenience sampling because in this method, the information to be collected

is provided by members who are conveniently available and are willing to give it. The researcher also used judgment technique to obtain the information.

### **3.7 Data sources:**

Primary sources of data were the respondents from Uganda Martyrs University community that is the staff, administrators, students, lecturers and support staff. Primary data has not yet been published and therefore it is reliable, authentic and objective.

Secondary sources of data included online journals, dictionary, annual reports, text books, online articles, E-journals, weblogs, e-library and many others.

### **3.8 Methods of data collection:**

The methods of data collection were questionnaires and interviews. They are cheap and do not require much effort from the questioner (Sir Francis Galton 2010). Interviews help researchers on people's experiences, how individuals perceive and interpret other's perceptions.

### **3.9 Data analysis and presentation:**

For quantitative data, questionnaire was used and data analyzed through the use micro soft excel and statistical package for social scientists (SPSS) and the information is presented through tables talking about the descriptive and inferential statistics of mean, mode, median, and variance. For qualitative data, interviews were used and data can be analyzed through the use of categorization of respondents, use of verbatim which involves quoting the statements of respondents said during the interviews carried out and presented inform of narratives that is narrating what one told by the interviewees.

### **3.10 Quality control:**

In order to attain accurate data that is of high quality from respondents, doing a test and re-test method is appropriate, this works best for questionnaires because one can issue out

questionnaires to the respondents and they get feedback, if the researcher gives out the same questionnaires for the second time to the same population and get the same responses, then the approach used is reliable. Expert review was one of the approaches to be used by the researcher in order to enhance validity. This involved seeking consultancy from those who understand the subject matter very well for example administrators, staff.

### **3.11 Measurement of variables:**

Working capital management is the independent variable basically on service firms. This could be measured basing on the interval scale on the number of intervals or time spent on each day's activities. The dependent variable is financial performance of service firms which could be measured using the ordinal scale. Performance can be based on results achieved every trading period.

### **3.12 Ethical considerations:**

All the sources used to carry out the study are clearly cited and acknowledged, cited both directly and indirectly as they appear in the reference list. The study shall be carried out after approval from the university or the faculty dean where a letter of approval is issued giving permission to carry out the research. A formal introduction is given by the researcher to individuals from the area of study clearly stating from which university one is coming from and why?

### **3.13 Study limitations:**

Based on the time dimension given, usually it is short- term and since the research study is being done for the first time, the researcher was not likely to comprehensively study the problem and this limitation could be minimized through the use of both qualitative and quantitative methods. The findings of one University are usually compared to other universities which brings about generalization which was not easy to do because not all universities are the same. Furthermore

the sample size was also a limitation where if the sample size is small, there are more or high levels of errors likely to arouse.

## CHAPTER FOUR

### PRESENTATION AND INTERPRETATION OF THE FINDINGS

#### 4.0. Introduction

This chapter described the characteristics of the respondents and presents the findings that were yielded from interactions on the relationship between the marketing strategy undertaken by higher institutions of learning and its marketing performance. The study based on the study objectives and the following results were established.

#### 4.1 Response rate

The study administered the following instruments for the collection of the data: interviews and questionnaire.

**Table 4. 1 showing the response rate of the respondents**

<b>Instruments</b>	<b>Targeted No</b>	<b>No of respondents</b>	<b>Percentage (%)</b>
Questionnaires	40	40	80.0
Interviews held	10	10	20.0
<b>Total</b>	<b>50</b>	<b>50</b>	<b>100.0</b>

*Source: Primary data*

Table 4.1 presents the distribution of the respondents according to the instruments used by the researcher. According to the above table, (80.0%) of the targeted respondents participated by responding to the questionnaires whereas (20.0%) participated by giving responses during the interview sessions. The outcome from the table shows that the level of participation was



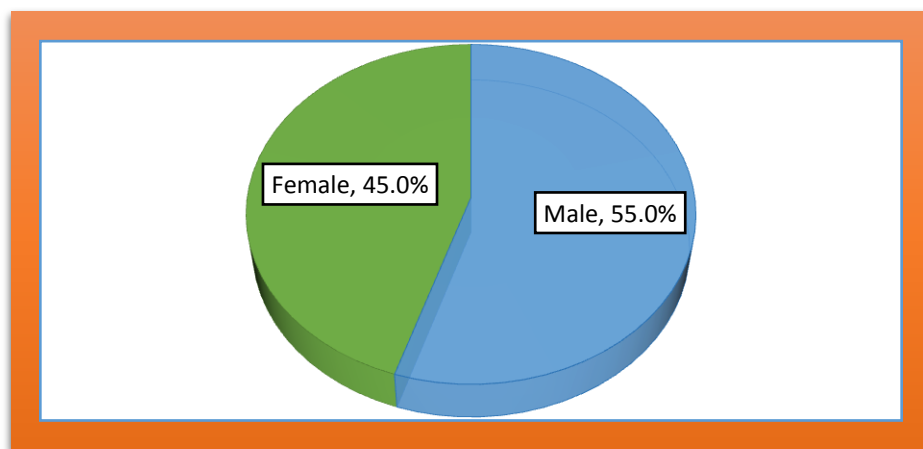
absolutely effective and successful as shown by the number of the respondents in relation to per research instrument used as shown above.

## 4.2 Socio-demographic Characteristics of the Respondents

The background characteristics of the respondents were presented in the tables below and they included the gender, age group, marital status, educational level and duration of respondents at the organisation.

### 4.2.1 Gender of the Respondents

**Figure 4. 1: Showing the Gender of the Respondents**



*Source: Primary data*

According to the results from figure 4.1, it was indicated that the majority (55.0%) of the respondents were males whereas the minority (45.0%) of the respondents were females. This implied that there was gender imbalance in the study though the involvement of both sex helped the research to obtain unbiased data that was used in the compilation of the final report.

#### 4.2.2 Age group of the Respondents

Table 4. 2 Showing the Age group of the Respondents

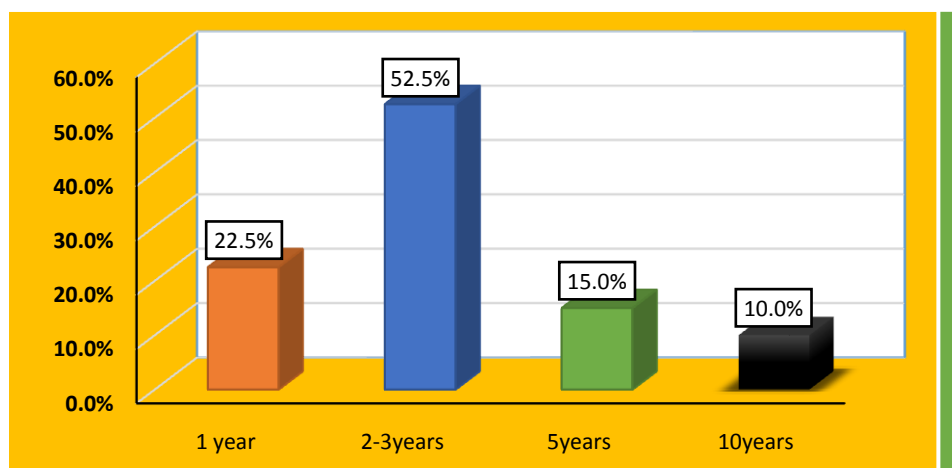
	Age group	Frequency(F)	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	(20-25)	27	54.0	54.0	54.0
	(26-30)	13	26.0	26.0	80.0
	(31-35)	6	12.0	12.0	92.0
	36 and above	4	8.0	8.0	100.0
	<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>100.0</b>	

Source: Primary data

Results from table 4.2 showed that the majority (54.0%) of the respondents were in the age group of 20-25 years, those were followed by (26.0%) who were in the age group of 26-30 years, then (12.0%) belonged to the age group of 31-35 years whereas the minority (8.0%) of the respondents were above 35 years. This clarified that the study constituted respondents with different ages therefore with different views that were relevant to the study under investigation.

#### 4.2.4 Duration of the Respondents

Figure 4. 2 Showing the Duration of the Respondents at the Institution

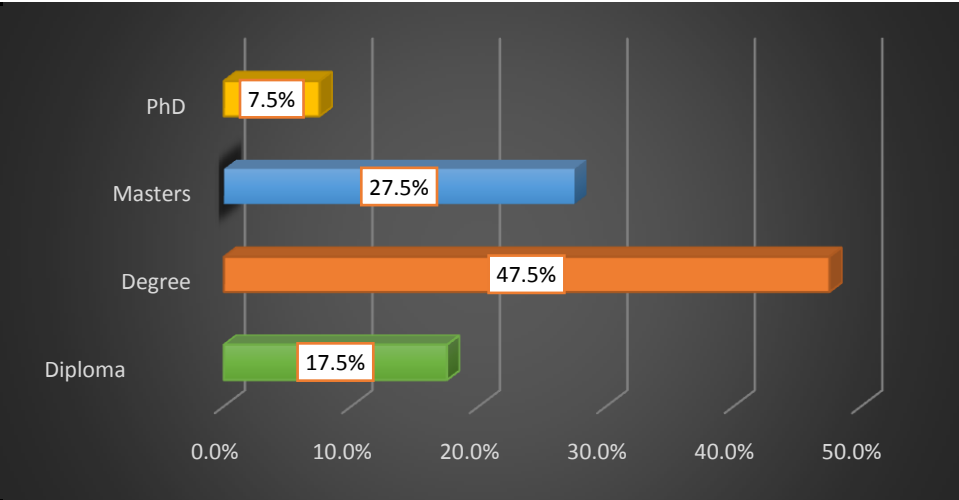


Source: Primary data

Figure 4.2 above indicates that the majority (52.5%) of the respondents had been at Uganda Martyrs University for 2-3 years, those were followed by (22.5%) who had been there for 1 year, (15.0%) had spent less than 5 years whereas the minority (10.0%) of the respondents had been at the institution for 10 years. This depicted that most respondents are experienced and have extended knowledge about the company operations therefore these provided enough and accurate information to the researcher.

**4.2.4 Academic Qualification of the Respondents**

**Figure 4. 3 Showing the Academic Qualification of the Respondents**



**Source: Primary data**

Results from figure 4.3 showed the majority (47.5%) of the respondents were degree holders, those were followed by (27.5%) who had attained a masters, (17.5%) had a diploma whereas the minority (7.5%) had PhD. This helped the researcher to quickly collect data since the respondents were able to read, write and interpret the questionnaire.

#### 4.2.5 Position held at work place

**Table 4. 3 Showing Position held by respondents at the Institution**

Age group		Frequency(F)	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Marketing Officer	6	15.0	15.0	15.0
	Administrator	8	20.0	20.0	35.0
	Lecturer	9	22.5	22.5	57.5
	Student	17	42.5	42.5	100.0
	<b>Total</b>	<b>40</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Primary data*

According to the results presented in table 4.3, it was identified that the majority (42.5) of the respondents were students, those were followed by 22.5% who were lecturers, then 20.0% were administrators whereas the minority (15.0%) of the respondents were marketing officers who were key respondents to the research. The results show the involvement of different working classes who tended to reason differently towards the topic under investigation.

#### 4.3 Relationship of branding and marketing performance

Under this section, the researcher explored the respondents' views about the relationship between branding and marketing performance as presented in table 4.4 below. The following abbreviations were used; strongly agree, (SA), agree (A), neutral (N), disagree (D) and strongly disagree (SD).

**Table 4. 4: Relationship of branding and marketing performance**

Brand and Marketing	SA		A		N		D		SD		Mean	STD
The brand clearly communicates what the university is about	17	42.5%	19	47.5%	4	10.0%	0	0.0%	0	0.0%	3.45	1.04

UMU brand effectively differs from other institutions	24	60.0%	12	30.0%	1	2.5%	2	5.0%	1	2.5%	4.40	0.86
The brand is properly conveyed in media outlets	18	45.0%	14	35.0%	4	10.0%	4	10.0%	0	0.0%	3.35	0.65
The UMU brand is a vital factor to your decision of joining the university	26	65.0%	11	27.5%	0	0.0%	2	5.0%	1	2.5%	4.52	1.21
The brand is well understood and consistently executed at various levels of the university	22	55.0%	16	40.0%	2	5.0%	0	0.0%	0	0.0%	4.14	1.30

*Source: Primary data*

The researcher aimed at finding out whether their branding strategy clearly communicates what the university is about.

The findings of the study indicated the majority of the respondents (47.5%) of the respondents strongly agreed that the brand clearly communicates what the university is about; those were followed by (42.5%) who agreed whereas the minority (10.0%) of the respondents were not sure whether the brand clearly communicates what the university is about. The mean of 3.45 and a standard deviation of 1.04 represented the majority who agreed. This was in line with the findings by the interview where one of the respondents pointed out that;

This signifies that the university has effectively managed to communicate to the public what its brand stands for and this therefore in turn creates and improves on the marketing performance.

The researcher aimed to find out whether UMU is named uniquely and is easy to identify by its customers;

In consideration to the findings of the study, it was presented the majority of the respondents (60.0%) of the respondents strongly agreed that Uganda Martyrs University brand effectively differed from other institutions and this was signified by a mean of 4.40 and a standard deviation of 0.86, those were followed by (30.0%) who agreed, (2.5%) were not sure whether Uganda Martyrs University brand effectively differed from other institutions while (5.0%) and (2.5%) disagreed and strongly disagreed respectively. This was in agreement with the findings of the interview what one of the respondents noted; therefore the university has managed to effectively differentiate its self from other institutions and there strategy is working.

In relation to the study findings, it was indicated the majority of the respondents (45.0%) of the respondents strongly agreed that the brand is properly conveyed in media outlets which was certified by a mean of 3.35 and a standard deviation of 0.65, those were followed by (35.0%) agreed, (10.0%) were not sure whether the brand is properly conveyed in media outlets whereas (10.0%) of the respondents disagreed.

The researcher aimed to find out whether the brand of the university is different from other universities and institutions

Furthermore, the study of the findings showed that the majority of the respondents (65.0%) of the respondents strongly agreed that the Uganda Martyrs University brand is a vital factor to one's decision of joining the university, (27.5%) agreed whereas (10.0%) and (2.5%) disagreed and strongly disagreed respectively. The mean of 4.52 and a standard deviation of 1.21 represented the majority who agreed.

The researcher aimed to find out whether UMU uses the media to enhance and communicate its brand to the public.

In addition, the study of the findings indicated that the majority of the respondents (55.0%) of the respondents strongly agreed that the brand is well understood and consistently executed at various levels of the university, those were followed by (40.0%) agreed whereas the minority (5.0%) of the respondents were not sure whether some employees left the organization due to poor work life balance. This was in line with the findings by the interview where one of the respondents noted that above;

The branding strategy that has been undertaken by the university has proved effective as it has managed to create awareness, differentiation and used the proper channels and communicating the message appropriately and clearly to the public.

#### 4.4 Public relations involvement to the marketing performance of universities

Under this section, the researcher explored the respondents' views about Public relations involvement to the marketing performance of universities as presented in table 4.5 below. The following abbreviations were used; strongly agree, (SA), agree (A), neutral (N), disagree (D) and strongly disagree (SD).

**Table 4. 5: Public relations involvement to the marketing performance of Universities**

<b>Public relations and Marketing</b>	<b>SA</b>		<b>A</b>		<b>N</b>		<b>D</b>		<b>SD</b>		<b>Mean</b>	<b>STD</b>
University functions like the open day for secondary schools, Library week , fresher's ball and research conferences create awareness and influence students to join the university	25	62.5%	12	30.0%	3	7.5%	0	0.0%	0	0.0%	4.38	1.42

The university social corporate responsibilities activities like outreach to the needy and poor have built goodwill amongst the community and encouraged enrollment	15	37.5%	23	57.5%	1	2.5%	0	0.0%	1	2.5%	3.14	0.82
The university social media approach through Facebook and twitter has created awareness and platform for communication with the public which attracts students and increases enrollment	20	50.0%	14	35.0%	2	5.0%	4	10.0%	0	0.0%	3.95	0.75
The attendance by the university at public events like conferences and government events has created goodwill and awareness amongst the public which has increases student intakes and enrolment	16	40.0%	21	52.5%	0	0.0%	2	5.0%	1	2.5%	2.90	1.22
The University uses newsletters both printed and email to keep the university stakeholders informed on current affairs and developments within the organization	28	70.0%	8	20.0%	1	2.5%	2	5.0%	1	2.5%	4.55	1.05

**Source: Primary data**

“Most people have been attracted to this institution because of different events held and a fresher’s ball is one of the events that makes the institution be recognized by new entrants” according to a respondent

In relation to the study findings, it was indicated the majority of the respondents (62.5%) of the respondents strongly agreed that University functions like the open day for secondary schools, Library week fresher’s ball and research conferences create awareness and influence students to



join the university, those were followed by (30.0%) agreed whereas the minority (10.0%) of the respondents were not sure about this. The mean of 4.38 and a standard deviation of 1.42 represented the majority who agreed.

“Uganda Martyrs University has been organizing charity functions where money is collected and used to cater for the poor families around the area. This has made so famous among and beyond its neighboring areas” according to a respondent

In consideration to the study findings, it was presented that the majority of the respondents (57.5%) of the respondents agreed that the university social corporate responsibilities activities like outreach to the needy and poor have built goodwill amongst the community and encouraged enrollment and this was manifested by the mean of 3.14 and standard deviation of 0.82, those were followed by (37.5%) strongly agreed, (2.5%) of the respondents were not sure about this. This was supported by the findings by the interview where one of the respondents pointed out that above;

“As students of Uganda Martyrs University, we have continuously created public groups on facebook and it is on this site that the public gets to know the bouts of our institution” according to a respondent:

The study findings indicated that the majority (50.0%) of the respondents strongly agreed that the university social media approach through Facebook and twitter has created awareness and platform for communication with the public which attracts students and increases enrollment, those were followed by (35.0%) agreed, (5.0%) disagreed while the minority (5.0%) of the respondents were not sure whether this was true. The mean of 3.95 and a standard deviation of 0.75 represented the majority who agreed. This was in agreement with the interview findings where one student stated that above.

“The institution holds big events like cultural days, graduation day where both students and non-students are invited. It is from these functions that the public build interest in these institutions” according to a respondent

According to the findings of the study, it was indicated that the majority (52.5%) of the respondents agreed that the attendance by the university at public events like conferences and government events has created goodwill and awareness amongst the public which has increases student intakes and enrolment, those were followed by (40.0%) who strongly agreed while (5.0%) and (2.5%) disagreed and strongly disagreed respectively. The mean of 2.90 and a standard deviation of 1.22 represented the majority who agreed. This was in line with the findings by the interview where one of the respondents pointed out that;

In consideration to the findings of the study, it was presented that the majority (70.0%) of the respondents strongly agreed that the University uses newsletters both printed and email to keep the university stakeholders informed on current affairs and developments within the organization, those were followed by (20.0%) who agreed, (2.5%) were not sure about this while (5.0%) and (2.5%) disagreed and strongly disagreed respectively. The fair support for this statement was attested by a mean of 4.55 and a standard deviation of 1.05. This implied that effective communication has been emphasized and taken as a core value of the institution.

The university strategies of public relations like newsletters, emails, social corporate responsibility through outreach, public events attendance, organizing events and social media are therefore effectively building a good will for the university as well as awareness on the core values as represented by the majority respondents

#### **4.5 Product mix Strategy and branding in relation to the marketing performance**

Under this section, the researcher explored the respondents’ views about product mix Strategy and branding in relation to the marketing performance as presented in table 4.6 below. The

following abbreviations were used; strongly agree, (SA), agree (A), neutral (N), disagree (D) and strongly disagree (SD).

**Table 4. 6: Product mix Strategy and branding in relation to the marketing performance**

<b>Product Mix and Marketing</b>	<b>SA</b>		<b>A</b>		<b>N</b>		<b>D</b>		<b>SD</b>		<b>Mean</b>	<b>STD</b>
Internet facilities provided by the university are reliable fast and free which supports the student studies	21	52.5%	17	42.5%	1	2.5%	1	2.5%	0	0.0%	3.85	0.91
The university provides accommodation that's affordable and you can recommend someone to the university	18	45.0%	18	45.0%	2	5.0%	2	5.0%	0	0.0%	3.50	1.32
Catering services provided by the university are very crucial to minimizing cost of living for the students at the university	25	62.5%	14	35.0%	1	2.5%	0	0.0%	0	0.0%	4.35	0.77
Sports activities such as football, basketball and volleyball are highly participated at national level and they attract students from various fields	23	57.5%	13	32.5%	1	2.5%	2	5.0%	1	2.5%	4.10	1.02
The university offers church services like confirmation,	19	47.5%	14	35.0%	0	0.0%	2	5.0%	5	12.5%	3.67	0.83

theology study and bible study that's crucial to attracting religious class of students													
The university offers a wide range of courses and programs that attract and try to satisfy different demands by the target market	18	45.0%	14	35.0%	4	10.0%	4	10.0%	0	0.0%	3.35	0.65	

*Source: Primary data*

“Our institution has enough computer labs with many computers and connected to internet. More to that there is free wireless connection is not restricted to only students but also to the public and this has captured their interest” according to a respondent;

The findings of the study indicated the majority of the respondents (52.5%) of the respondents strongly agreed that Internet facilities provided by the university are reliable fast and free which supports the student studies and this was signified by a mean of 3.85 and a standard deviation of 0.91, those were followed by (42.5%) who agreed, (2.5%) were not sure whether employees were retired when they can no longer perform their duties to the expectation of the organization while only (2.5%) disagreed. This was in line with the findings by the interview where one of the respondents attested that above;

“The safety and affordability of accommodation in campus halls accompanied by good meals has continued to positively affect the marketing performance” according to a respondent;

According the findings of the study, it was presented the majority of the respondents (45.0%) of the respondents strongly agreed that the university provides accommodation that's affordable and one can be recommend to the university, (45.0%) agreed, (5.0%) were not sure whether the

university provides accommodation that's affordable to each and every one while only (5.0%) disagreed. The mean of 3.50 and a standard deviation of 1.32 represented the majority who agreed. This was in agreement with the findings by the interview where one of the respondents pointed out that;

In relation to the findings of the study, it was showed the majority of the respondents (62.5%) of the respondents strongly agreed that catering services provided by the university are very crucial to minimizing cost of living for the students at the university and this was attested by a mean of 4.35 and a standard deviation of 0.77, (35.0%) agreed, while the minorities (2.5%) of the respondents were not sure about this. This implied that catering has been prioritised as a core value in relation to marketing performance.

“Most people are interested in games and this means in presence of different kinds of games then the public gains more interest in such an institute. Uganda Martyrs University has been allowing its students to participate in Interuniversity Cups which has made it more famous” according to a respondent

In regards to the findings of the study, it was indicated the majority of the respondents (57.5%) of the respondents strongly agreed that sports activities such as football, basketball and volleyball are highly participated in at national level and they attract students from various fields and this was manifested by a mean of 4.10 and a standard deviation of 1.02, those were followed by (32.5%) agreed, (2.5%) of the respondents were not sure about this while the minority, (5.0%) disagreed while the minority (2.5%) of the respondents strongly disagreed. This was in line with the findings by the interview where one of the respondents mentioned that above.

“Uganda Martyrs University is a religious founded institution which clarifies its support for church service therefore most Christians are attracted because of these aspects” according to a respondent

Furthermore the findings of the study indicated the majority of the respondents (47.5%) of the respondents strongly agreed that the university offers church services like confirmation, theology study and bible study that's crucial to attracting religious class of students, 35.0% agreed while (5.0%) and (12.5%) disagreed and strongly disagreed respectively. The mean of 3.67 and standard deviation of 0.83 represented the majority who agreed and strongly agreed. This was in line with the findings by the interview where one of the respondents observed that above.

In addition to the above, the findings of the study showed that the majority of the respondents (45.0%) of the respondents strongly agreed that the university offers a wide range of courses and programs that attract and try to satisfy different demands by the target market, 35.0% agreed, 10.0% were not sure about this whereas 10.0% disagreed. The mean of 3.35 and standard deviation of 0.65 represented the majority who agreed and strongly agreed. This implied that the public has a wide choice of courses and one cannot fail to get what to pursue.

#### 4.6 Marketing Performance at Universities

Under this section, the researcher explored the respondents' views about marketing performance at universities as presented in table 4.7 below. The following abbreviations were used; strongly agree, (SA), agree (A), neutral (N), disagree (D) and strongly disagree (SD).

**Table 4. 7: Marketing Performance at Universities**

<b>Marketing Performance</b>	<b>SA</b>		<b>A</b>		<b>N</b>		<b>D</b>		<b>SD</b>		<b>Mean</b>	<b>STD</b>
The university attracts and retains outstanding quality of lecturers, professors and administrators	21	52.5%	15	37.5%	4	10.0%	0	0.0%	0	0.0%	3.95	0.75

The university has got a high number of student graduations	17	42.5%	15	37.5%	3	7.5%	2	5.0%	3	7.5%	3.50	1.25
The university has got a steady growing number of student intakes and enrollment	25	62.5%	11	27.5%	2	5.0%	2	5.0%	0	0.0%	4.30	1.11
The university retains a high number of students with limited cases of drop outs or failures	28	70.0%	12	30.0%	0	0.0%	0	0.0%	0	0.0%	4.65	0.69
The university has got increased funding for its research programs	11	27.5%	13	32.5%	9	22.5%	5	12.5%	2	5.0%	2.45	0.91
The university has got a stable and growing revenue	27	67.5%	9	22.5%	3	7.5%	1	2.5%	0	0.0%	4.52	0.88

*Source: Primary data*

“Most lectures hired are mostly masters’ degree holders and the majority are religious which clarifies how elite they are” according to a respondent.

In regards to the findings of the study, it was indicated the majority of the respondents (52.5%) of the respondents strongly agreed that the university attracts and retains outstanding quality of lecturers, professors and administrators and this was manifested by a mean of 3.95 and a standard deviation of 0.75, those were followed by (37.5%) who agreed whereas the minority (10.0%) of the respondents were not sure about this. This was in line with the findings by the interview where one of the respondents observed that above.

“Students are always shaped and conditioned to concentrate on their studies and more to that lecturers are experienced in handling students. So this has increased the number of students who graduate every year”

According to the findings of the study, it was presented that the majority of the respondents (42.5%) of the respondents strongly agreed that the university has got a high number of student

graduations and this was signified by a mean of 3.50 and a standard deviation of 1.25, those were followed by (37.5%), 7.5% of the respondents were not sure whether the university has got a high number of student graduation, 7.5% strongly disagreed while the minority (5.0%) of the respondents disagreed. This was in line with the findings by the interview where one of the respondents pointed out that above.

With consideration to the findings of the study, it was revealed that the majority (62.5%) of the respondents strongly agreed that the university has got a steady growing number of student intakes and enrollment and this was manifested by a mean of 4.30 and a standard deviation of 1.11, those were followed by (27.5%) who agreed, 5.0% of the respondents were not sure about this, while the 5.0% of the respondents disagreed. This implied that the marketing performance is effective.

From the study findings, it was also indicated that the majority (70.0%) of the respondents strongly agreed that the university retains a high number of students with limited cases of drop outs or failures whereas the minority 30.0% of the respondents agreed. The mean of 4.65 and a standard deviation of 0.69 represented the majority who strongly agreed. This implied that the administration is more committed, security is tight and the surety of passing is high.

In addition to the above, study findings showed that the majority (32.5%) of the respondents agreed that the university has got increased funding for its research programs, 27.0% of the respondents strongly agreed, 22.0% were not sure whether the university has got increased funding for its research programs, 12.5% disagreed while the minority 5.0% strongly disagreed. The mean of 2.45 and a standard deviation of 0.91 represented the majority who agreed and



strongly agreed. This depicted that the funding of research programs has been made so confidential and that is the reason why most respondents were not informed.

The study findings indicated that the majority (67.5%) of the respondents agreed that the university has got a stable and growing revenue, 22.5% of the respondents strongly agreed, 22.5% were not sure whether university has got stable and growing revenue, 7.5% disagreed while the minority 5.0% disagreed. The mean of 4.52 and a standard deviation of 0.88 represented the majority who agreed and strongly agreed.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter brings forth the summary of the findings and conclusions drawn from the study based on the findings presented in data analysis and the study objectives. The chapter also advances the recommendations, as well as identifying the areas for further studies.

#### **5.1 Summary of findings**

##### **5.1.1 Relationship of branding and marketing performance**

The findings revealed that the majority agreed and strongly agreed that the Uganda Martyrs University brand effectively differed from other institutions and it is a vital factor to one's decision of joining the university. It was also reported that the University brand is properly conveyed in media outlets and it clearly communicates what the university is about

##### **5.1.2 Public relations involvement to the marketing performance of universities**

The findings indicated that the most respondents agreed and strongly agreed that University functions like the open day for secondary schools, Library week fresher's ball and research conferences create awareness and influence students to join the university. It was also reported that the university social corporate responsibilities activities like outreach to the needy and poor have built goodwill amongst the community and encouraged enrollment.

It was also revealed that the most respondents agreed and strongly agreed that that university social media approach through Facebook and twitter has created awareness and platform for communication with the public which attracts students and increases enrollment. It was also

identified that the attendance by the university at public events like conferences and government events has created goodwill and awareness amongst the public which has increases student intakes and enrolment.

From the study findings, it was also reported that the University uses newsletters both printed and email to keep the university stakeholders informed on current affairs and developments within the organization

### **5.1.3 Product mix Strategy and branding in relation to the marketing performance**

The study revealed that internet facilities provided by the university are reliable fast and free which supports the student studies and that the university provides accommodation that's affordable and one can be recommend to the university. It was also identified that catering services provided by the university are very crucial to minimizing cost of living for the students at the university.

From the findings, it was identified that sports activities such as football, basketball and volleyball are highly participated in at national level and they attract students from various fields and it was also mentioned that the university offers church services like confirmation, theology study and bible study that's crucial to attracting religious class of students. It was also agreed on that the university offers a wide range of courses and programs that attract and try to satisfy different demands by the target market.

### **5.1.4 Marketing Performance at Universities**

The study revealed that the university attracts and retains outstanding quality of lecturers, professors and administrators. It was reported that the university has got a high number of student graduations and it has been able retains a high number of students with limited cases of

drop outs or failures. The majority of the respondents also agreed that the university has got increased funding for its research programs.

## **5.2 Conclusions**

In conclusion it was found that Uganda Martyrs University brand is a vital factor to one's decision of joining the university as the statistics show that majority strongly agree to the brand image holding a strong and firm position to the people who join this therefore signifies in turn that the strategy is good for the improving and growing marketing performance.

It was exposed that University functions, social corporate responsibilities activities and government events has created goodwill amongst the public which has increased student intakes and enrolment. The functions attract people from various corners and inform them of the university and what it offers. This is because majority respondents agreed to the social corporate responsibility being key to building good will and customer loyalty.

It was also established that internet facilities, accommodation, catering services, sports activities, church services and a wide range of courses and programs that attract and try to satisfy different demands by the target market.

This confirms that there is a significant relationship between branding, public relations, product mix and marketing performance.

## **5.3 Recommendations**

Based on this study, I made the following recommendations;

The researcher recommended that the institution should gain insight from multiple stakeholders.

When conducting a marketing assessment, involve key personnel (e.g. executives, marketing and

sales leaders) to create a clear, well-rounded view of where the institution stands, and what work needs to be done to increase the potential for success.

The management should define and segment audiences and buyer personas. We have entered an era of contextual marketing and personalized customer experiences. In order to capture consumers' hearts, minds, and wallets, you have to target every campaign and communication as much as possible and this starts with well-defined audience segments and personas.

The researcher also recommended that the institution should find professionals with "a player" potential. Modern prototype marketers are a rare breed therefore the management should develop recruiting and training programs designed to attract and nurture top talent.

As the researcher I recommend that an institution should commit to core strength. It should be focused on building assets that can be leveraged to accelerate success, including brand awareness, website traffic, social reach and influence, "owned" databases, persona-based content, industry relationships, partnerships that give it a competitive advantage through brand awareness and uniqueness. .

It was recommended that during the assessment process, the management should look for gaps in perception and performance that is areas where the institutional goals are unlikely to be met by the current infrastructure, assets, or processes and fill the gaps

#### **5.4 Areas for further Study**

More study and research should be made on the following areas and topics

- 1) Relationship between marketing performance and Financial performance of an institution
- 2) Factors affecting the effectiveness of marketing in institutions
- 3) Strategies to improve marketing performance of an institution

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## APPENDICES

### Appendix 1: Questionnaire

I am MUSIIMENTA VICTOR, a student pursuing a Bachelor's degree in Business Administration and Management at Uganda Martyrs University. I am conducting a study on marketing strategies and their effect on marketing performance of higher institutions of learning. It is purely academic and information obtained shall not be used for any other purposes other than for its intended use and will be treated while putting in mind a high degree of confidentiality. Your assistance in the research shall be highly appreciated. I humbly request that you complete this questionnaire correctly in the spaces provided or options given.

#### SECTION A: Population Characteristics

Tick / fill in the most appropriate answer.

1. Gender:

a) Female                       b) Male

2. Age

a) 20-25 years    b) 26 – 30 years    c) 31 – 35years    d) 36 and above

3. Period spent at the Institution

a) 1 year                       b) 2-3years                       c) 5years                       d) 10years

4. Academic Qualification

a) Diploma    b) Degree    c) Masters    d) PhD    e) None

5. Position held at work place

a) Marketing officer

b) Administrator

- c) Lecturer
- d) Student
- e) Others

For the statements below, rate them by ticking the appropriate box perspectives ranging from 1- 5. The following abbreviations are used:

Strongly Disagree. (S)	Disagree (D)	Not sure (NS)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

**SECTION B: MARKETING STRATEGY**

NO.	BRANDING	1	2	3	4	5
A1	The brand clearly communicates the university is about					
A2	UMU brand effectively differs from other institutions					
A3	The brand is properly conveyed in media outlets					
A4	The UMU brand is a vital factor to your decision of joining the university					
A5	The brand is well understood and consistently executed at various levels of the university					
	<b>PRODUCT MIX STRATEGY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
B1	Internet facilities provided by the university are reliable fast and free which supports the student studies					
B2	The university provides accommodation that's affordable and you can recommend someone to the university					
B3	Catering services provided by the university are very crucial to minimizing cost of living for the students at the university					
B4	Sports activities such as football, basketball and volleyball are highly participated at national level and they attract students from various fields					

B5	The university offers church services like confirmation, theology study and bible study that's crucial to attracting religious class of students					
B6	The university offers a wide range of courses and programs that attract and try to satisfy different demands by the target market					
<b>PUBLIC RELATIONS</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
C1	University functions like the open day for secondary schools, Library week , fresher's ball and research conferences create awareness and influence students to join the university					
C2	The university social corporate responsibilities activities like outreach to the needy and poor have built goodwill amongst the community and encouraged enrollment					
C3	The university social media approach through Facebook and twitter has created awareness and platform for communication with the public which attracts students and increases enrollment					
C4	The attendance by the university at public events like conferences and government events has created goodwill and awareness amongst the public which has increases student intakes and enrolment					
C5	The University uses newsletters both printed and email to keep the university stakeholders informed on current affairs and developments within the organization					

## SECTION C: MARKETING PERFORMANCE

**KEY: 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= strongly agree**

	<b>MARKETING PERFORMANCE</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
D1.	The university attracts and retains outstanding quality of lecturers, professors and administrators					
D2.	The university has got a high number of student graduations					
D3.	The university has got a steady growing number of student intakes and enrollment					
D4.	The university retains a high number of students with limited cases of drop outs or failures					
D5.	The university has got increased funding for its research programs					
D6.	The university has got a stable and growing revenue					

**THANK YOU**

## Appendix 2: Interview Guide to Marketing Officers and Public Relation

Dear Respondent

I am here to conduct an interview that relates to the **Marketing strategy and marketing performance of higher institutions of learning**. You have been selected to share with us your experience and make this study successful. The Interview I am conducting is basically aimed at obtaining qualitative information to compliment the quantitative information. Information given will be treated with confidentiality.

1. In your view, to what extent does marketing strategies affect marketing performance in higher institutions in Uganda?

.....

2. What marketing techniques do you use in your institution?

.....

.....

3. How does Accounts payable affect performance of SMEs in Uganda?

.....

.....

4. How do you normally handle the Accounts payables?

.....

.....

5. To what extent does marketing strategy contribute to the performance of the institute in Uganda?

.....

6. What extent has marketing strategy affected the performance of your organization?

.....

6. What recommendations would you give managers of higher learning in regard to this topic under investigation?

.....

**THANKS FOR YOUR TIME**

### Appendix 3: Sample Size Determination

Note: “N” is population size and “S” is sample size.

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	275	159	750	256	2600	335	100000	384

Source: Krejcie, R. V., & Morgan, D.W. (1970).



## **Appendix 4: Introductory Letter**