

MARKETING STRATEGIES AND BUSINESS PERFORMANCE

CASE STUDY

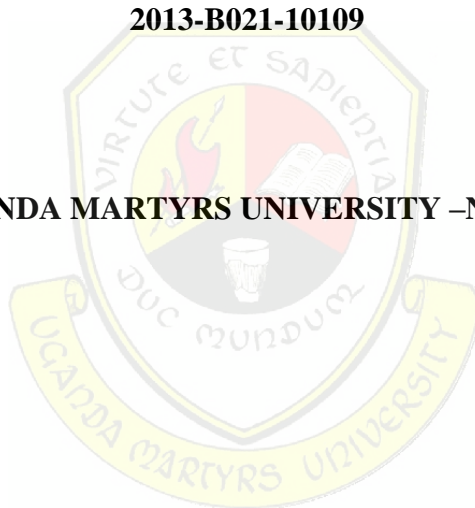
COCA COLA PLANT IN MBARARA

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2013-B021-10109

UGANDA MARTYRS UNIVERSITY –NKOZI



APRIL 2016

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COCA COLA PLANT IN MBARARA

**A DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS
ADMINISTRATION AND MANAGEMENT IN PARTIAL FULFILLMENT
REQUIREMENTS FOR THE AWARD OF A BACHELORS DEGREE
OF BUSINESS ADMINISTRATION AND MANAGEMENT OF
UGANDA MARTYRS UNIVERSITY- NKOZI**

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DEDICATION

This work is dedicated to my dear Parents Mr. Gad Duhimbaze and Mrs. Oliver Duhimbaze and my entire family for all the care, understanding and support, I love you all and may God continue to bless you and fill your hearts with everlasting joy.

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My sincere gratitude goes out to all my family Members especially my father Mr. Gad Duhimbaze and mother Mrs. Oliver Duhimbaze and my entire family , my grandfather Mr. Sebulimage Deo, not forgetting my beloved friends who offered their support in my academic life since year one, thank you very much.

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ABSTRACT

The Research is basically about marketing strategies and the performance of businesses, and the research was based on the case study of coca cola plant in Mbarara district, and the following were the specific objectives of the study: To find out the relationship between personal selling and the performance businesses, To establish the relationship between advertising and business performance and finally to find out the relationship between sales promotion and the performance of business with Coca-Cola plant in Mbarara as the case study

The study used a case study design basing on the use of qualitative and quantitative approaches that were adopted to establish the relationship between marketing strategies and business performance. The tools used were a questionnaire and an interview to collect data

The researcher used descriptive statistics, generated SPSS to analyze the data and inferential statistics to come up with the relationship between advertising and the performance of business, personal selling and the performance of business and finally sales promotion and the performance of business.

Findings from the study indicated that there is a positive and insignificant relationship between advertising and the performance of business, also it was discovered that there is a positive and significant relationship personal selling and the performance of business and also a positive and significant relationship between sales promotion and business performance.

The study concluded that there is a positive and significant relationship between marketing strategies and the performance of business enterprise, therefore implementation of these marketing strategies brings about a positive and significant change in the performance of businesses. Therefore, businesses should put marketing strategies into action for the business to be successful.

It is recommended that organizations should continue carrying out marketing strategies since this will help the business to increase sales and also attract customers by creating awareness about company products hence improving upon its performance in the long run.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The purpose of this research study was to find out the effect of marketing strategies on business performance this chapter also presents background to the study, statement of the problem, objectives of the study, research questions, purpose of the study, the scope of the study, significance, justifications and conceptual framework.

1.1 Background to the study

In the current competitive business environment, marketing can be seen as a matrix of business activities organized to plan, produce, price, promote, distribute goods, services, and ideas for the satisfaction of relevant customers and clients. Achumba and Osuagwu (1994) say that marketing is important for the success of any organization, whether service or product oriented. Chilya et al (2006) confirm that marketing performance is central to success in today's fast moving competitive markets, and measuring marketing's performance is critical to managing it effectively.

The process of communicating the value of a product or service to customers, for the purpose of selling the product or service has become complex in recent times due to globalization. There is also the need to exceed the expectation of customers since satisfied customers are the organization's least expensive customers, buy again and again, talk favorably about the business, which means free advertising, pay less attention to competition and also tend to buy new products or equipment lines an organization may add later(Kotler,1988).

As a result of this, businesses have realized the need to institute strategies that will help them gain an in depth understanding of the market, particularly with regards to their competitors

and customers. Organizations achieve this objective effectively by considering the total marketing environment and its impacts on a company or product or service (Acker, 1988).

The role of Small and medium-sized enterprises (SMEs) in economic development cannot be underestimated. According to Subrahmanya et.al (2010), policy makers, economists, and business experts admit that Small and Medium sized Entreprises are the drivers of economic growth as they have contributed to over 50% of the Gross Domestic Product (GDP) and provided over 60% of the total employment in so-called developed, high income countries.

Developing nations have also benefited from businesses. In Uganda for instance, the sector accounts for about 70% of industrial employment and well over 50 % of the country's GDP (Abor & Biekpe, 2007). In spite of small businesses, invaluable contributions to economic growth, businesses increasingly face fierce competition from larger firms due to emerging technologies, innovation and relaxing trade barriers. The situation makes it difficult for the businesses to survive or maintain their business position in the local and global market (United Nations Conference on Trade and Development, 2004:5).

Although it can be argued that the performance of businesses is adversely affected in the global market, most of the enterprises in this sector in Africa and Uganda in particular have, in their own small way, adopted some marketing strategies that have enabled them survive the stiff competition over the years.

As pertained in most developing countries, indigenous Ugandan businesses also experience lack of trained manpower, poor infrastructural development, lack of adequate or sufficient capital, and also face intense competition from superior foreign companies (Li et al., 2010). More importantly, owners of these businesses have understood the role that marketing strategies play in enhancing the performance of contemporary companies (Taiwo, 2010). The businesses in Uganda have also recognized this need and now incorporate various market mix

elements to improve their market outreach/ coverage, new product ratio, price positioning, competitive orientation, etc to survive and grow.

1.2 Statement of the problem

Although strategic marketing places have a vital role in the performance of businesses, many research efforts in the area of marketing practices in developing economies have emphasized on macro issues and the management structure of a business as the measure of performance in terms of market share, growth, efficiency and well-being of consumers and clients. According to Akinyele (2011), the static and macro analysis of marketing practices in developing economies, minimizes the impact of marketing environment on the achievement of performance measures. It is therefore in this view that the current study seeks to investigate appropriate marketing strategies that can be applied in order to motivate or create an effect in the performance of a small business.

1.3 Objectives of the study

1.3.1 General objective of the study

To find out the effect of marketing strategies on small business performance.

1.3.2 Specific objectives of the study

1. To establish the relationship between advertising and business performance
2. To assess the relationship between personal selling and business performance
3. To determine the relationship between sales promotion and business performance

1.4 Research questions

1. What is the relationship between advertising and business performance?
2. What is the relationship between personal selling and business performance?
3. What is the relationship between sales promotion and business performance?

1.5 Hypothesis

There is a positive relationship between marketing strategies and business performance.

1.6 Scope of the study

1.6.1 Content scope

The current research study was intended to study the effect of marketing strategies on the performance of small businesses with a focus on Coca Cola Company in Uganda as the case study.

1.6.2 Geographical scope

This research study was conducted from Coca-Cola limited, in Mbarara district. This is because data relevant for the study was readily available and easily accessible. The study focused mainly on data obtained from numerous writers and factory records of 20 years due to the fact that this data was readily available and easy to access.

1.6.3 Time scope

The study was conducted for a period of four months to ensure an efficient report production.

1.7 Significance of the study

The findings from this research study helped the researcher discover answers to the questions through the application of scientific procedures and also gain better understanding of relationship between marketing strategies and business performance.

The study findings also helped business enterprises most especially Coca-Cola company to know the benefits the company would enjoy when marketing strategies are properly implemented.

The study findings also helped the business enterprise to know the best basic marketing strategies that can help the business grow and maintain competitive advantage.

1.8 Justification

Poor marketing management and failure in implementation of marketing strategies has led to failure in many business enterprises in Uganda therefore conducting this research is necessary to identify alternative ways and provide recommendations which could give guidelines on marketing management and ways of improving on the marketing strategies for better business performance.

1.9 Definition of Key terms

Marketing is the full range of activities that you undertake in order to make sure that you're meeting customers' needs and that you're receiving enough in return for doing so. Marketing is related to advertising, public relations, promotion and sales but is actually distinct activity (Fare et al. 2004).

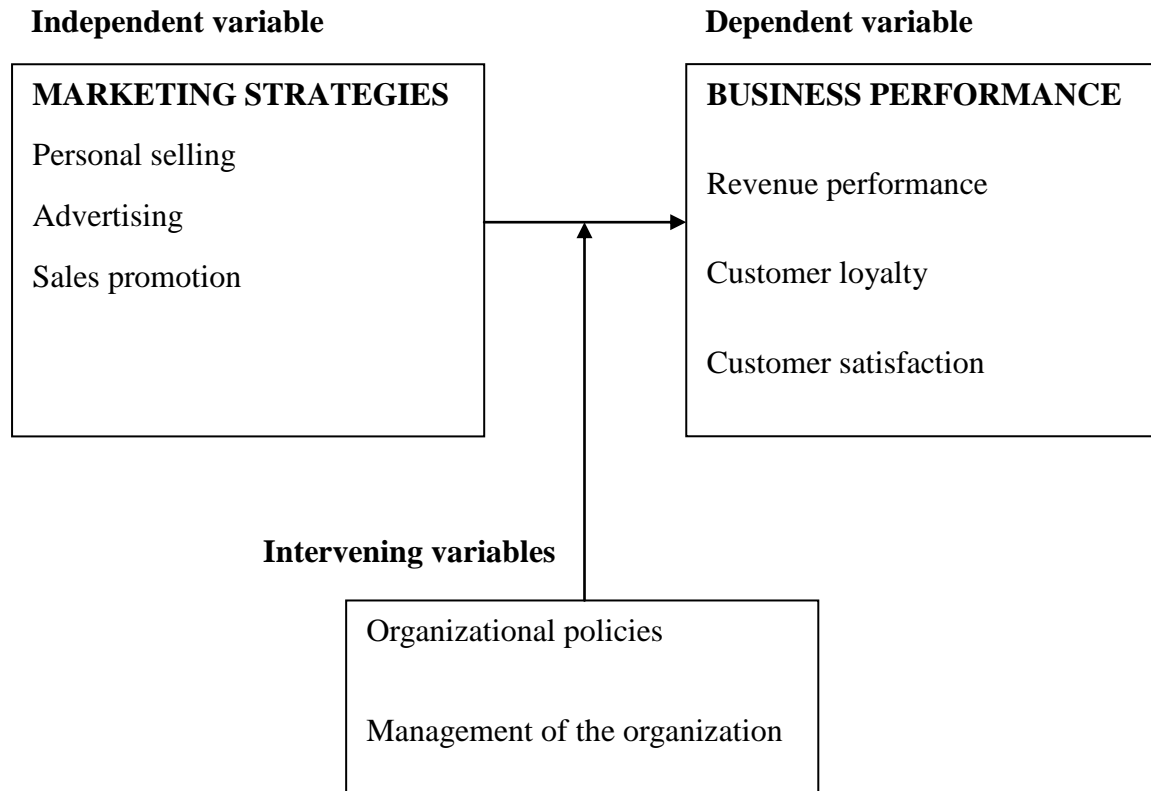
Marketing strategy is the series of activities directed at satisfying needs and wants of customers through exchange of processes in order to meet a given marketing objective (Philip 1980, 233).

Business performance is the final achievement of an organization which is measured in financial indicators, and contains a few things, such as the existence of certain targets are achieved, has a period of time in achieving the targets and the realization of efficiency and effectiveness. Campbell (2004) as cited by Kyokutamba J (2011)

1.10 Conceptual framework

This section proposes a conceptual framework within which the concept, marketing strategies is treated in this work.

Figure 1.1: Conceptual framework



Source: Adopted from Koontz and Wehrich, (1988)

The figure 1.1 above shows the linkage between marketing strategies and business performance. It shows that business performance as a dependent variable is related to the independent variables, which is marketing strategies. According to Fig.1.1, marketing strategies is linked to business performance. If the strategies are employed effectively then the performance is likely to be high and if the strategies are employed poorly, then performance may be low.

The researcher also identified some intervening variables, which may affect business performance, these include, organizational policies, management of the organization among others. These variables are part of the input and process explained in the Ludwig's Input-Output model, According to Koontz and Wehrich, (1988) postulates that an organized enterprise does not exist in a vacuum; it is dependent on its environment in which it is established. The authors also add that the inputs from the environment are received by the organization, which then transforms them into outputs. Organizational policies play a big role in bringing out the output, which is business performance. If these intervening variables are not controlled, organizational policies may interfere with the performance of the organization. The researcher will control the effect of the intervening variables by randomly selecting respondents because randomization according to Amin (2005) is one of the ways to attempt to control many intervening variables at the same time.

Conclusion:

This chapter provided the background to the study, the problem statement, broad objectives, the specific objectives, research questions, the hypothesis of the study, significance of the study, justification of the study, scope of the study and the conceptual framework as above, however, chapter two which is literature review will look at related studies on marketing strategies and business performance and what different authors and articles say about the different marketing strategies and their influence on business performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

According to Amin (2005), literature review is systematic review and location of documents concerning information related to the research problem.

Literature review will attempt to review some relevant literature and give what various authors and written articles have to say in relation to marketing strategies in organizations so as to derive to business performance, that is the related literature on marketing strategy and how different authors say about marketing strategies. The chapter also reflects the view of marketing strategies by different authors and the relationship between marketing strategy and performance of a business organization.

2.1 Marketing strategy and business performance

According to Taiwo (2010), marketing strategy refers to a strategy that indicates the specific markets towards which activities are to be targeted and the types of competitive advantage that are to be developed and exploited.

Marketing is the full range of activities that you undertake in order to make sure that you're meeting customers' needs and that you're receiving enough in return for doing so. Marketing is related to advertising, public relations, promotion and sales but is actually distinct activity (Fare et al. 2004). To create an effective marketing strategy, it is necessary to include a communication strategy to support the actions to be taken. This strategy should also include a schedule that contains both traditional and non-traditional media (Tapia, 2013).

Traditional media includes television, newspaper, magazine, cinemas and billboards. For the purposes of this study traditional media was categorized into seven main forms. Non-traditional media includes internet, digital media, social media, websites, emails, mobile technologies and video conferencing. For the purposes of this study non-traditional media was categorized into three main forms. The importance of non-traditional media is fast growing and they can be used create the right brand management that will lead into more sales and brand recognition (Tapia, 2013).

It is important to note that none of the strategies is better than the other. However, finding the right mix of both media can create the best communication/marketing strategy for the company and specifically for the product being offered for sale. Taiwo (2010) has indicated that strategic marketing practices have a significant impact on performance variables and that they interact with the different components to facilitate performance. This statement confirms the observations of earlier studies (Day & Montgomery, 1999; John and Davies, 2002; Folan et. al., 2007; Franco-Santos et. al., 2007).

David et.al (2013) adds that there is a strong correlation between marketing strategies of businesses and performance in terms of growth in revenue and job opportunities, improved efficiency, and wider connection with customers. Further, it also enables the businesses to compete fairly with larger players.

There is therefore, a cascade process with the marketing strategy emerging from the corporate strategy, and the marketing plan and tactics then emerging from the marketing strategy is of the competitive strategy therefore it is in this view that the researcher finds the relevance of studying the relationship between marketing strategies and business performance.

2.1.1 Relationship between Sales promotion and performance

Sales promotion can be defined as “a direct inducement that offers an extra value or incentive for the product to the sales force, distributors, or the ultimate consumer with the primary objective of creating an immediate sale” (Belch & Belch, 2007). In short, sales promotions add value to the product or service which is solid; it appeals to the pocketbook and provides an incentive for purchasing the brand. Sales promotion is essentially an acceleration tool, designed to speed up the selling process and maximize sales volume. By providing an extra incentive, sales promotion techniques motivate consumers to purchase a larger quantity of a brand or shorten the purchase cycle of the trade or consumer by encouraging them to take immediate action.

Stanton (2009), further defined sales promotion as all those activities other than advertising, selling, public relations and publicity that are intended to stimulate customer demand and improve the marketing performance of sellers.

Sales promotion has always been a part of the marketing process and until the 1980s, advertising was the preferred tool used to reach customers. However, sales promotions have never been the foundation of building brand loyalty according to marketers (Belch & Belch, 2007). Recently, the importance of sales promotion has increased dramatically compared to advertising. The allocation of the marketing budget has been reallocated, so that sales promotion account for a bigger percentage of the spending than ever before. It is estimated that marketers spend between 60% and 75% of their promotional budget on sales promotion (Belch & Belch, 2007).

The world’s economy is also becoming globalized and as a result, many firms are conducting international business operations (Ricky et al, 2005). Managements of organizations therefore strive to improve their organizational performances through marketing actions or activities

such as promotional incentives (Pauwels et al., 2004). The reason had been that, consumers tend to buy products they have been informed about (Ricky et al., 2005). It is therefore not surprising that, marketers tend to use “sales promotion” to communicate information, position product brand, add value, and control sales volume (Pride, 1987)

Therefore, conducting this study will help the researcher and Coca-Cola companies explore how Sales promotion helps companies to attract buyers or customers and motivate them to buy the company’s products; this information is essential to expansion of the market share of companies thereby improving the performance of the Coca-Cola Company.

2.1.2 Relationship between Personal Selling and performance

In addition to sales promotion, personal selling is the process by which the seller sells to the consumer face to face. Personal selling (PS) is the most expensive form of promotion. In essence personal selling involves the building of relationship through communication for the purpose of creating a sales transaction. Personal selling is defined by Weitz and Castleberry, (2004) as an interpersonal process whereby a seller tries to uncover and satisfy buyer’s needs in a mutually long term beneficial manner suitable for both parties. Thus personal selling is interpersonal communication regarding goods and services. Communication is the most basic activity for the sales representative during personal selling exchanges (Engel & Kollat, (2011). personal selling is a social situation involving two persons in a communication exchange. Success depends on how well both parties achieve a common understanding enabling mutual goal fulfillment through social interaction (Kotler, 2013). Weitz et al (2004) states that the role of sales representative is to engage and collect information about a prospective customer, develop a sales strategy based on that information, transmit a message that implements organizational strategy, evaluate the impact of these messages and make adjustments upon this evaluation.

Personal selling represents what a company is or attempts to be and often the only personal contact a customer has with the company; and lastly, personal selling may play a dominant role in a firm's marketing program that is Personal selling serves three major roles in a firm's overall marketing effort. First, salespeople are the critical link between the firm and its customers. Second, salespeople the company in a consumer's eyes, thus playing a dominant role in a firm's marketing program. (Manning and Reece, 2008)

This implies that Personal selling serves big roles in a firm's overall marketing effort and are the critical link between the firm and its customers and this increases the firm's market share and eventually business sales which is a major indicator of business performance. Therefore any organizations needs a sales person who contacts customers and give them details about the products being offered by the company and how these products are used hence increasing sales revenue as well as a large customer base.

2.1.3 Relationship between Public Relations (PR) and performance

Furthermore, Public relations also involves keeping a company's image the best way possible to be perceived by the public for example a company to be seen as the leader of the pack in your industry, or might focus on showcasing the community service that the company provides in the areas where they operate (Jesson, Matheson and Lacey, 2011).

Ogunsiji (2011) states that Public Relations can steer the public opinion in the direction an organization would like it to go. Public Relations can also guide management during times of change, such as in the case of corporate down sidings. In addition, public relations can be good for an organization when it is genuine. Ogunsiji (2011) also adds that Public Relations can steer the public opinion in the direction an organization would like it to go. The way an organization handles its mistakes are often just as important as what it does to prevent them. How a company handles products recalls that public relations can greatly affect its business.

Public Relations can take into account an organization's social accountability when it comes to the environment or resources.

In addition, Kotler and Armstrong, (2010) says that almost all large organizations either have a public relations department or outsource their public relations needs to a company. Public relations is seen as a vital part of maintaining the organization's image and of communicating its message to its customers, investors and the general public therefore coca cola company should ensure employment of qualified personnel with good communication skills in order to help the company capture a wide market for the products produced

Dunn et al., (2008), adds that having mutual understanding between the organization and the public creates a good atmosphere for the business to operate; the business can gain a comparative advantage as a result of public relation, this increases the customer base of the company and eventually improves business performance.

However, Regardless of how effective an organization is, it doesn't have the desired impact if the public and consumers are not aware of the business's brand, successes or contributions. A public relations campaign that educates and informs people about the contributions of the organization enhances its brand recognition and makes it more relevant in the public eye, therefore it is this view that the research traces out the need for public relations in the performance and success of business organizations.

2.1.4 Relationship between Advertising and performance

Advertising is any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor (Kotler and Armstrong, 2010). There are various forms of advertising like informative advertising, persuasive advertising, comparison advertising, and reminder advertising. Informative advertising is used to inform consumers about a new

product, service or future or build primary demand. It also describes available products and services, corrects false impressions and builds the image of the company for example it is through advertising that Coca-Cola is able to show how its products are different from other similar companies for example Riham cola and Pepsi cola hence capturing a wide market and capturing awareness about the business products.

Accordingly Dunn et al. (2008) viewed advertising from its functional perspectives, hence previous researchers define Advertising as the non-personal communication of marketing-related information in a target audience, usually paid for by in order to reach the specific objectives of the sponsor. Advertising is a message paid for by an identified sponsor and delivered through some medium of mass communication.

In addition, Etzel et al. (2007) noted that the purpose of advertising is to create awareness of the advertised product and provide information that will assist the consumer to make purchase decision, the relevance of advertising as a promotional strategy, therefore, depends on its ability to influence consumer not only to purchase but to continue to repurchase and eventually develop-brand loyalty. Consequently, many organizations spend a huge amount of money on advertising and brand management.

Furthermore, Denning (2006) advocates that advertising serves primarily a persuasive role. According to this view, advertising increases product differentiation and deters entry by contributing recognition and prestige to advertised goods, thereby inflating the market power of firms selling advertised goods and bracing prices. Nelson (2004), points to the important role of advertising in providing price and product quality information. Informative advertising reduces the costs associated with consumer search and facilitates substitution possibilities between products, resulting in lower prices and superior market performance; this in one way or the other improves the business performance of an organization.

However, nowadays, competition among firms has grown stiffer as every company seeks to achieve their main corporate goal, which is to enhance performance which can be translated through achieving greater sales and profit. As a result, majority of the companies in the current society are turning to advertising in an effort to boost their profits and it is in view that companies like coca cola have to put much emphasis in advertising their products more so those that are new on market in order to improve on its customer base amongst its competitors say Pepsi cola, and Riham cola.

2.2 Business Performance

There is no generally agreed definition of business performance globally. Different writers, researchers and policy makers (Kasekende, 2001; Mwenda and Muuka, 2004; MOF, 2001 as cited by Kyokutamba J 2011) have used different definitions for business performance.

The sales turnover of a business define business performance (Najjemba, 2000).In Uganda, a small business is an enterprise or a firm employing less than 5 but with a maximum of 50 employees, with the value of assets, excluding land, building and working capital of less than Ug.shs 50 million (US\$ 30,000), and the annual income turnover of between Ugshs.10-50 million (US\$6,000-30,000). A Medium sized enterprise is considered a firm, which employs between 50-100 workers. Other characteristics have not been fully developed (Kasekende, 2003 as cited by Kyokutamba, J 2011). This study takes Uganda's definition of small scale enterprises

According to Westove (2008), as cited by Kyokutamba J (2011) performance is taken to be the function of an organization's ability to meet its goals and objectives by exploiting the available resources in an efficient and effective way. John (2004) adds that performance entails effectiveness, which refers to the firm's ability to serve and produce what the market requires at a particular time and efficiency, which means meeting the objectives at the lowest

possible cost with the highest possible benefits. In order to assess performance, managers use actions designed to generate sustainable long term improvements (Alexander and Christian (2008).

Campbell (2004) as cited by Kyokutamba J (2011) observed that organizational performance measures must focus attention on what makes, identifies and communicates the drivers of success, support organization learning and provide a basis for assessment and rewards. Kasekende (2001) found out that performance can be looked at in terms of competitive performance, financial performance, and quality of services, flexibility, resource utilization, and innovation.

Kuang (2008) found out that appropriate performance measures are those which enable organizations to direct their actions towards achieving their strategic objectives. Keogh (2006) suggests that performance should be looked at in terms of economy, efficiency and effectiveness. Economy and efficiency are usually measured in financial terms, volume of sales and productivity are used. Economy is defined as acquiring resources in appropriate quantities and at the least cost.

Ortiz-Molina (2007) in his study of medium sized manufacturing firms found that ownership and the size of the organization had an impact on the performance of the organization. He found out that as a firm increased in size in terms of level of stock, sales, level of assets and more skilled employee, economies of scale set in creating a positive impact on performance.

According to William (2000), the human capital asset accumulation has significant impact on the firm's ability to introduce new products and compete within a disparity of markets thus influencing the level of performance. John (2006) observed that availability and level of resources can be used to analyze the performance of an organization. He says that resources

which may include assets, finances, employees' skills and organizational processes are a key indicator of the firm's performance over time. In agreement with this,

Barney (2002) suggested that resources could be grouped into physical, human and capital resources, and that a firm can increase its performance only when other firms are unable to imitate its resources. William (2004) suggested that resources could be grouped as financial and non-financial resources. Therefore a firm at any one time should ensure availability of goods and services in order to be successful.

2.2.1 Relationship between Revenue and performance

Business performance is the final achievement of an organization which is measured in financial indicators, and contains a few things, such as the existence of certain targets are achieved, has a period of time in achieving the targets and the realization of efficiency and effectiveness (Gibson et al., 2010).

On the other hand, Revenue performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 2003).

However, business performance can also be viewed through how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

This implies that companies that usually have high revenue growth are seen to be having a steady progress or good performance therefore it is of the researcher's view that companies put much effort in setting objectives that for example high profit, producing quality products

and keeping financial records so as to arrive at high revenue growth hence achieving business growth.

2.2.2 Relationship between Customer loyalty and performance

Customer loyalty refers to the willingness of a customer to maintain their relations with a particular firm or service or product. (kim & yoon, 2004). Rauyruen and miller (2007) also explain customer loyalty as a merged concept of that is the willingness of a customer to repurchase from a particular firm and continue relationships with the company.

According to Oliver (1997) she believed that customer loyalty is the customer's deep commitment to the partial products and services, the customer will purchase the product consistently and stick to a same brand or a series of products or service that belong to one brand.

Today's companies must manage a strange paradox: in the race to win market share and its promise of profit, a company risks (and often loses) the highest margin customers and in doing so worsens profitability rather than improving it. A company interested in building a solid, loyal customer base uses an approach different from that of a company interested in simply building market share (Molly, 2013).

Loyalty building requires the company to emphasize the value of its products or services and to show that it is interested in building a relationship with the customer. The company recognizes that its business is to build a stable customer base rather than make a single sale. Instead of focusing only on increased services, price breaks, or longer hours, the organization and its staff can begin doing everything possible to turn first time skiers – those who have never been on the boards before – into loyal customers (Dunn et al., 2008). A company's plan

including making first time visitors enjoy skiing at his resort so much that they would want to repeat the experience again and again.

In addition, (Tapia, 2013) asserts that increased loyalty can bring cost savings to a company in at least six areas: reduced marketing costs (customer acquisition costs require more dollars), lower transaction costs such as contract negotiation and order processing, reduced customer turnover expenses (fewer lost customers to replace/no churning), increased cross selling success leading to larger share of customer, more positive word of mouth and reduced failure costs.

Therefore, the success of a company's sales is ensured by customer loyalty which be influenced by management action.

2.2.3 Customer satisfaction and business performance

(Bouding, et al., 1993; Andreessen, 2000). Those who buy the goods or services provided by companies are customers. In other words, a customer is a stakeholder of an organization who provides payment in exchange for the offer provided to him by the organization with the aim of fulfilling a need and to maximize satisfaction. Sometimes the term customer and consumer are confusing. A customer can be a consumer, but a consumer may not necessarily be a customer. Another author explained this difference. That is. a customer is the person who does the buying of the products and the consumer is the person who ultimately consumes the product (Solomon, 2009)

When a consumer/customer is contented with either the product or services it is termed satisfaction. Satisfaction can also be a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations (Kotler & Keller, 2009,). As a matter of fact, satisfaction could be the pleasure

derived by someone from the consumption of goods or services offered by another person or group of people; or it can be the state of being happy with a situation. Satisfaction varies from one person to another because it is utility. "One man's meal is another man's poison," an oldie stated describing utility; thus highlighting the fact that it is sometimes very difficult to satisfy everybody or to determine satisfaction among group of individuals. Client happiness, which is a sign of customer satisfaction, is and has always been the most essential thing for any business.

Asking each and every customer is advantageous in as much as the company will know everyone's feelings, about the company because the company will have to collect this information from each customer (NBRI, 2009). The National Business Research Institute (NBRI) suggested possible dimensions that one can use in measuring customer satisfaction, for example quality of service ,speed of service, pricing, complaints or problems, trust in your employees, the closeness of the relationship with contacts in your firm, other types of services needed, your positioning in clients' minds.

Goetsch and Davis (2003:226) allege that all of these dimensions are important to customers. The product or service must have the attributes that customers want and those attributes must be of the quality expected. The customer's interaction with the organization and how this interaction is measured are important. Making a good product or service is not enough, customer satisfaction will also be affected by how effectively, courteously and promptly customers are served. The appearance, knowledge and attitudes of an organization's personnel also affect the level of satisfaction that customers experience Customers will build relationships with personnel in an organization who are knowledgeable, professional in appearance and positive. Such relationships promote loyalty.

However, On the other hand, no matter how satisfied customers are with a product or service, if they don't like an organization's personnel, they are likely to deflect to the competition. An organization's image is important to customers. Therefore it is vital for coca cola Company not just to have quality products, service and personnel but also to project an image that is consistent with these quality characteristics. In addition to the image of the business, selling price is also important as it is the easiest characteristic to compare. A competitive selling price is a must but it should not be achieved by sacrificing quality or service for example Coca-Cola's products like minute maid and afya should be sold at a relatively low price in order to keep a good image since it is seen that highly priced products are rarely purchased and those who are satisfied inform others about the business hence increasing customer base.

2.3 Summary of Literature Review

This chapter reviewed marketing strategies, including advertising, public relations, personal selling and sales promotion and business performance including revenue performance, customer satisfaction and customer loyalty.

The review is mainly centered on the marketing strategies and its performances in organizations. From the points, marketing strategies improves business performances in terms of growth in revenue and job opportunities, improved efficiency, and wider connection with customers and further, it also enables the businesses to compete fairly with larger players.

Marketing and sales differ greatly, but have the same goal. Selling is the final stage in Marketing, which also includes Pricing, Promotion, Place and Product (the 4 P's). A marketing department in an organization has the goals of increasing the desirability and value to the customer and increasing the number and engagement of interactions between potential customers and the organization. Achieving this goal may involve the sales team using promotional techniques such as advertising, sales promotion, publicity, and public relations,

creating new sales channels, or creating new products (new product development), among other things.

A strategic marketing communications plan will clearly state the elements, such as the objectives, target audience and positioning, which will all help the company decide upon the sales promotion method that is most suitable for the company and the particular campaign. A company positioning itself as cost-effective may, for instance, wish to incorporate the value-increasing methods, while a premium brand might wish to look toward more brand-building techniques. The enhanced planning in the sales promotion process, along with a closer analysis of all the sales promotion methods, will lead a company with a premium brand positioning to the more creative forms, which do not rely on product discounts. When integrating sales promotion into the marketing communications plan, messages will reinforce each other, regardless of the medium or tool used. Tools can be interrelated, for instance, by using advertising to promote promotions or, as we have seen, by using competition to enhance public relations. By understanding the impact each individual promotional tool has, managers will achieve synergy between the methods more easily. Therefore, the challenge for managers should not be whether to allocate funds to advertising or sales promotion, but rather to find a way to connect these methods.

What we have also seen emerge from the literature is a doubt whether or not either advertising or sales promotion can influence brand image – a question that surely needs more empirical answers. But, at least for now, we do know that companies can rarely exclude sales promotion from their campaigns due to the factors such as increased competition and pressure from retailers. They can, however, choose to use the sales promotion elements which have proven to be more effective in enhancing the company's image, and should certainly do so if they have a premium brand positioning. Incorporating sales promotion strategically, given all its characteristics, may turn out to be quite challenging for a company, but today's

and tomorrow's marketing managers really do not have the choice whether or not to use sales promotion but only whether to use these valuable tools poorly or skillfully.

Conclusion: This next chapter which is methodology will present the research design, Area of study, Study population, Sample procedures/strategies, Instruments of data collection, Procedure of data collection, Data analysis and processing, Data presentation, and imitation of the study.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the research design, Area of study, Study population, Sample procedures/strategies, Instruments of data collection, Procedure of data collection, Data analysis and processing, Data presentation, Limitation of the study.

3.1 Research Design

Worth (1997) defined research design as an overall plan of how you intend to go about getting answers to your questions to achieve a set goal. The study used cross sectional research designs. It also employed both qualitative and quantitative methods of data collection.

According to Bailly and Jackson (2003), Quantitative approach is a method of research used to quantify the problem by way of generating numerical data or data that can be transformed into useable statistics. Quantitative Research uses measurable data to formulate facts and uncover patterns in research. Quantitative data collection methods are much more structured than Qualitative data collection methods. This approach will be used to bring out the numerical concept within the study by the use of frequencies, percentages, tables.

According to Bailly and Jackson (2003), Qualitative approach is a research method that is primarily used to gain an understanding of underlying reasons, opinions, and motivations. The method provides insights into the problem or helps to develop ideas or hypotheses for potential quantitative research. Qualitative Research is also used to uncover trends in thought and opinions, and dive deeper into the problem. Qualitative data collection methods vary using unstructured or semi-structured techniques. Some common methods include focus

groups (group discussions), individual interviews, and participation/observations. The sample size is typically small, and respondents are selected to fulfill a given quota. The method will also be used to capture some comments, opinions, ideas, and concepts from the respondents that are relevant to the study. The descriptive research design was adopted with the intention of obtaining both qualitative and quantitative aspect of data.

3.2 Area of study

The study was conducted from Coca-Cola limited, in Mbarara district. This is because data relevant for the study would be readily available and easily accessible. The study focused mainly on data obtained from numerous writers and factory records of 20 years due to the fact that this data was readily available and easy to access.

3.3 Study population

Respondents were selected using simple random sampling because there are many in number and as such a smaller number was chosen, supervisors and top management were purposively selected as it is assumed that they have right information as regards the marketing strategies and their effect on the business performance.

Table 3.1: Sample distribution

| Department | Population |
|-------------------|-------------------|
| Workers | 25 |
| Supervisors | 10 |
| Top management | 10 |
| Total | 45 |

3.4 Sampling procedures

3.4.1 Sample size

A total of 45 respondents were sampled including top management, employees who have relevant information key to the study. This group was opted for in order to get firsthand information concerning the researcher's area of investigation without concentrating on one area which would not be representative enough.

3.4.2 Sampling techniques

The researcher used both random and non-random methods for the different categories of respondents as explained below.

Stratified sampling is a probability sampling technique where the researcher divides the entire population into different subgroups or strata, then randomly selected the final subjects proportionally from the different strata. In this case, the researcher highlighted different departments basing on age, gender, educational attainment.

Purposive sampling represents a group of different non-probability sampling techniques. It relies on the judgment of the researcher when it comes to selecting the population. Purposive sampling focuses on particular characteristics of a population. In this case purposive sampling was used to select key informants from top management, Internal Audit Department.

3.5 Methods and tools of data collection

3.5.1 Questionnaires

Questionnaires involved asking respondents' questions in order to get the findings. In this method the tool which was used was the questionnaire. Questionnaire is a carefully designed

instrument for collecting data in accordance with the specifications of research questions. The researcher employed questionnaires for collecting data which consisted of both open ended and close ended questions relating to the study variables. The researcher used questionnaires because they provide standard and uniform answers free from biasness, wider coverage of many respondents and less costly in using them, however, these were used with employees who are educated or who know how to read and write.

3.5.2 Interview guide

The researcher also used interviewing as another data collection method. This required the researcher to have direct interaction with the interviewee/respondents about the subject of the study. The researcher also used key informant interviews to collect data because it provides the researcher with first-hand and relevant information from the preferred groups of respondents. Observing nonverbal behavior which would be important to the study and even high respondent rates of the interview all are some of the reasons why the researcher used key informant interviews and this targeted all the subgroups in the Entity because it involves using the language that the respondents' best understand in order to provide accurate and relevant information. In this key informant interviews, the researcher used an interview guide as her data collection tool. An interview guide was used to get answers to the pre-determined questions which the researcher used to interview respondents by asking those questions that were relevant to the study.

3.6 Reliability and validity

According to Colin, P and Julie, W. (2006), reliability is the degree to which an assessment tool produces stable and consistent results and validity refers to how well a test measures what it is supposed to measure.

In addition, the researcher also used the help of the supervisors who examined and confirm content validity. According to Colin Phelan and Julie Wren (2006) Validity refers to how well a test measures what it is purported to measure on the same note PSUCD8 (2011) affirms that it's the degree to which a research study measures what it intends to measure. The study was based on the research questions and the questionnaires that were answered where taken to the supervisor and adjustments were made to make sure that the relevant information was got by checking the items' and content coverage, relevance, clarity of questionnaire, persistency and ambiguity. The quality and validity of research instruments was ensured by the researcher through carrying out pilot study, discussing them with the supervisor when seeking expert opinion, taking great care in the choice of section, order and proper structure of questions. The researcher developed instruments that were easy to understand for instance, instruments such as questionnaires were interpreted into local languages to cater for those with English limitation; secondly, interviews will be also conducted in the language that suits respondents.

3.7 Procedure of data collection

The researcher got an official introductory letter from the faculty at the university which was presented to the management of Coca-Cola limited to enable the researcher officially conduct the study in the areas with ease. The researcher went to the field and the introductory letter was presented to the respondents on request. It will be important that at the start of every interview, the researcher guaranteed to respondents confidentiality to both the respondents and the informants. The researcher moved to the area of study for data collection.

3.8 Data Processing, Data Analysis, Presentation

The data was coded, edited and analyzed using both statistical and non-statistical methods and the data collected will be arranged in systematic way to ensure relevancy and adequacy.

The researcher will present the findings of the study using tables.

In addition, during the process of data analysis the researcher was able to put into consideration both qualitative and quantitative approaches

In the qualitative method or approach, the data was collected using questionnaires and interviews and analyzed using (SPSS) and then presented it in form of tables and figures

Where as in the quantitative approach, data was collected using Interview guides and Observation and this was analyzed in relation with the results got from SPSS.

3.9 Ethical Considerations

According to Lo, B. (2009), ethical research is research that human subjects or participants raise unique and complex ethical, legal, social and political issues. It's specifically interested in the analysis of ethical issues that are raised when people are involved as participants in research. The researcher shall observe extreme confidentiality while handling the responses and Information was availed to the respondents to ensure that the researcher does not cause any danger directly or indirectly and that participation is voluntary.

3.10 Anticipated limitations to the study

The researcher anticipated facing limited cooperation from the respondents. This was due to their own reasons among themselves being that they may have limited time and interest in providing the information required. However, I tried so much to explain the usefulness of this

research to the respondents and also tried to interpret the questionnaire into the appropriate language that was easily understood hence overcoming this challenge.

Inaccessibility of key persons in the study. This will be a result of some of them having their own programs and not willing to provide information. To overcome this challenge, I visited these people over and over again until information was acquired.

Conclusion: In summary, this chapter, provided the research design, Area of study, Study population, Sample procedures/strategies, Instruments of data collection, Procedure of data collection, Data analysis sand processing, Data presentation, and imitation of the study. The researcher followed all principles of research to minimize errors and bias and to ensure that the study is scientific and objective. Chapter four is about data analyzing and presentation which will be based on the data collected from the field that is Coca-Cola Company in Mbarara.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter contains presentation and interpretation of the study findings. The chapter contains Findings on characteristics of respondents and these findings are presented and interpreted in line With the study objectives and research questions which include personal selling, advertising, sales promotion and their relation with business performance.

The researcher used questionnaires to collect data and used SPSS version 16.0 to analyze it. The researcher used descriptive statistics and frequencies which were presented in the table form to measure the variations from which conclusions and recommendations are to be drawn.

Response rate

Forty five questionnaires were distributed and forty two were recovered .The response rate was 93.333% because the questionnaire was administered by the researcher and the exercise took enough time that enabled the researcher come back to those who could not be traced for the first time. This was done to ensure that all the targeted respondents were utilized for reliability and valid data.

4.1 Demographic characteristics of the respondents

The data in this section is presented using frequency tables and was analyzed using SPSS version 16.0 to show general characteristics of the sample including the age, gender, marital status, academic qualification, religion, whether Coca-Cola has proper records regarding its performance and the period for which the respondents have been in Coca-Cola company.

4.1.1 Gender of the respondents

Gender was one of the variables the study analyzed. This was intended to find out whether the Sample selected was balanced in terms of gender and below are the results of the findings obtained during the study.

Table 4.1: Showing gender of the respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|-----------|---------|---------------|--------------------|
| Male | 24 | 57.1 | 57.1 | 57.1 |
| Female | 18 | 42.9 | 42.9 | 100.0 |
| Total | 42 | 100.0 | 100.0 | |

Source: primary data (2016)

During the study, majority of the respondents were males with a percentage of 57.1% and then followed by the females who had a percentage of 42.9%. This data shows that Coca Cola Company employs more males than females.

4.1.2 Marital Status of the respondents

In the study, the marital status of the respondents was also analyzed and the intention was to find out which category dominates Coca-Cola Company and the results from the analysis are as follows.

Table 4.2: Showing the marital status of the respondents

| | Frequency | Percent | Valid Percent |
|----------|-----------|---------|---------------|
| Single | 13 | 31.0 | 31.0 |
| Married | 21 | 50.0 | 50.0 |
| Divorced | 5 | 11.9 | 11.9 |
| Widowed | 3 | 7.1 | 7.1 |
| Total | 42 | 100.0 | 100.0 |

Source: primary data (2016)

During the study, the researcher found out that majority of the respondents were married and these had a percentage of 50.0%, these were followed by those who are single and these had a percentage of 31.0% then those who are divorced had a percentage of 11.9% then finally those who are widowed represented a percentage of 7.1%. The research findings reveals that most employees of coca cola plant in Mbarara are married and less are widowed.

4.1.3 Religion of the respondents

During the study, the respondents were asked to reveal their religion and this was intended to find out the religion dominated by Coca-Cola company workers.

Table 4.3: Showing the religion of the respondents of Coca-Cola Company in Mbarara

| | Frequency | Percent | Valid Percent |
|----------|-----------|---------|---------------|
| Anglican | 9 | 21.4 | 21.4 |
| Catholic | 20 | 47.6 | 47.6 |
| Muslim | 13 | 31.0 | 31.0 |
| Total | 42 | 100.0 | 100.0 |

Source: Primary data (2016)

In the study, the researcher also found out that majority of the employees are catholic with a percentage of 47.6%, these were followed by Muslims who had a percentage of 31.0%, and the Anglicans with the minority with a percentage of 21.4%. This implies that most workers at coca cola Company in Mbarara are Catholics while it employs less Anglicans.

4.1.4 Academic qualification of the respondents

In the study, the education background of the respondents was analyzed and the intention was to find out which group dominates Coca-Cola Company and the following were the results of the findings.

Table 4.4: Showing the academic qualification of the respondents

| | Frequency | Percent | Valid Percent |
|---------|-----------|---------|---------------|
| Diploma | 2 | 4.8 | 4.8 |
| Degree | 5 | 11.9 | 11.9 |
| Masters | 15 | 35.7 | 35.7 |
| PHD | 20 | 47.6 | 47.6 |
| Total | 42 | 100.0 | 100.0 |

Source: Primary data (2016)

From the table 4.4 the majority respondents are PHD holders who have a percentage of 47.6%, followed by those holding masters that have a percentage of 35.7%, those with the first degree represented a percentage of 11.9% and finally diploma holders that have a percentage of 4.8%. The research findings reveal that education is highly considered for employment in this organization.

4.1.5 Age of the respondents

Age was one of the variables the study analyzed. This was intended to find out whether the

Sample selected was balanced in terms of age and below are the results of the findings during the study

Table 4.5: Below shows the age of the respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| 20-25years | 1 | 2.4 | 2.4 | 2.4 |
| 25-35years | 13 | 31.0 | 31.0 | 33.3 |
| 35-above | 28 | 66.7 | 66.7 | 100.0 |
| Total | 42 | 100.0 | 100.0 | |

Source: Primary data (2016)

From the table 4.5, majority of the respondents are aged 35 years and above with a percentage of 66.7%, these were followed by those aged between 25-35 years who had a percentage of 31.0% and finally the minority who are 20-25 years of age with a percentage of 2.4%. This research reveals that most of the employees at coca cola plant in Mbarara are above 35years of age.

4.1.6 The time spent in business by the respondents

Respondents were further asked to reveal the time period they have spent in Coca-Cola. This was intended to give a clear picture on whether there was business progress or not and data about this was analyzed as follows

Table 4.6: Showing how long respondents have been working in coca cola Company

| | Frequency | Percent | Valid Percent |
|--------------|-----------|---------|---------------|
| Below 5years | 6 | 14.3 | 14.3 |
| 5-10 years | 25 | 59.5 | 59.5 |
| 10-15years | 9 | 21.4 | 21.4 |
| above years | 2 | 4.8 | 4.8 |
| Total | 42 | 100.0 | 100.0 |

Source: Primary data (2016)

In the study, the researcher found out that out of 42 respondents, the majority of the employees had been in Coca-Cola company for a period between 5-10 years and these covered a percentage of 59.5%, these were followed by those who had been in business for a period 10-15 years represented by a percentage of 21.4%, more results revealed that those who had been in business for a period of below 5 years were only 9 (14.3%) and finally those who had been in business for more than 15years were only 2 who a percentage of 4.8%. This implies that Coca Cola Company creates a conducive environment that is good enough to motivate workers stay in the organization for long.

4.1.7 Whether Coca-Cola has proper record management systems

In the study, the respondents were also asked whether the company keeps proper records regarding its performance, below are the findings of the study:

Table 4.7: Showing whether coca keeps proper records

| | Frequency | Percent | Valid Percent |
|----------|-----------|---------|---------------|
| Not sure | 10 | 23.8 | 23.8 |
| Yes | 24 | 57.1 | 57.1 |
| No | 8 | 19.0 | 19.0 |
| Total | 42 | 100.0 | 100.0 |

Source Primary data (2016)

The research findings revealed that coca cola company keeps proper records and this was supported by the majority respondents who agreed with a high percentage of 57.1%, other results showed that some respondents were not certain, and those who were not sure had a percentage of 23.8% and among the study results, 19.0% of the respondents showed that the company does not have records management system. This implies that the organization should have a proper records management system and it should be well utilized in order to track employee performance.

4.2 Descriptive statistics of marketing strategies

in response to the marketing strategies employed at the company, the respondents were expected to answer the questions about marketing strategies and business performance basing on the linear scale that was given on the questionnaire and it was running from five to

one and it had sections including strongly agree, agree not sure, strongly disagree and disagree respectively.

Table 4.8: Showing descriptive statistics of marketing strategies

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|----|---------|---------|------|----------------|
| Marketing strategies have an influence on performance | 42 | 2 | 5 | 3.86 | .872 |
| Advertising leads to increased customer turnover | 42 | 2 | 5 | 3.95 | .854 |
| Marketing strategies aim at successful business performance | 42 | 2 | 5 | 4.10 | .726 |
| Personal selling leads to increased customer base | 42 | 1 | 5 | 3.98 | .841 |
| Public relations determine customer awareness | 42 | 2 | 5 | 4.14 | .814 |
| Valid N (list wise) | 42 | | | | |

Source: Primary data (2016)

Marketing strategies have an influence on performances

According to the table 4.8 above, the mean is 3.86 which implies that the respondents agreed to the statement that marketing strategies have an influence on business performance, the research embraced that marketing strategies have got an influence on organizational performance. These results supported Davidet.al (2013) who stated that there is a strong correlation linking marketing strategies and business performance. Taiwo (2010) has

indicated that strategic marketing practices have a significant impact on performance variables and that they interact with the different components to facilitate performance. This statement confirms the observations of earlier studies (Day & Montgomery, 1999; John and Davies, 2002; Folan et. al., 2007; Franco-Santos et. al., 2007), this implies that the standard deviation is 0.872 hence the responses to this statement varied from one respondent to another. Therefore managers of coca cola should design and employ marketing strategies for effective performance.

Advertising leads to increased customer turnover

According to the information in the table 4.8 above, the mean is 3.95 and this means that the respondents in coca cola plant in Mbarara strongly agreed to the statement that advertising leads to increased customer turnover, the research findings imply that when goods are advertised, they lead to increased customer turnover, and these results were in agreement with Denning (2006) who advocates that advertising serves a persuasive role. In addition, Etzel et al. (2007) noted that the purpose of advertising is to create awareness of the advertised product and provide information that will assist the consumer to make purchase decision, the relevance of advertising as a promotional strategy, therefore, depends on its ability to influence consumer not only to purchase but to continue to repurchase and eventually develop-brand loyalty. This implies that the standard deviation was 0.854 indicating a wide range of variation in the response rate. This shows that coca cola advertises its products hence an increased turn over.

Marketing strategies aim at successful business performances

According to the information in the table 4.8 above, the mean is 4.10 and this shows that majority of the respondents strongly agreed that marketing strategies aim at successful business performance, the research findings were in line with Taiwo (2010) who indicated

that strategic marketing practices have a significant impact on performance. The standard deviation is 0.726 indicating that the response to the statement valid from one respondent to another. This implies that marketing strategies should be well implemented by coca cola Company for successful business performance.

Personal selling leads to increased customer base

According to the information in the table 4.8 above, most of the respondents were to the statement that personal selling leads to increased customer base as showed by the mean of 3.98 and therefore this means that the research findings agreed with (Manning and Reece, 2008) who stated that personal selling is a critical link between the firm and its customers and this increases the firm's market share and eventually business sales which is a major indicator of business performance. This implies that the standard deviation is 0.841 indicating a high response rate hence Coca Cola Company should emphasize personal selling of its products to increase on its customers.

Public relations determine customer awareness

According to the information in the table 4.8 above, most of the respondents agree to the statement that public relations determine customer awareness as showed by the mean of 4.14 and therefore this means that the research findings were in strongly agreement with Etzh el et al. (2007) who asserted that the purpose of public relations is to create awareness of the advertised product and provide information that will assist the consumer to make purchase decision,. The standard deviation 0.814 hence a varying response rate. In addition, Kotler and Armstrong, (2010) says that almost all large organizations either have a public relations department or outsource their public relations needs to a company. Public relations is seen as a vital part of maintaining the organization's image and of communicating its message to its

customers, investors and the general public. Therefore Coca Cola Company should ensure public relations with their customers to create awareness about their products

4.3 Descriptive statistics of sales promotion

in response to sales promotion at the company, the respondents were expected to answer the questions on sales promotion and business performance basing on the linear scale that was given on the questionnaire and it was running from five to one and it had sections including strongly agree, agree not sure, strongly disagree and disagree respectively and the results of the findings are as below.

Table 4.9: Showing descriptive statistics of sales promotion

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|----|---------|---------|------|----------------|
| Sales promotion adds value to a product | 42 | 1 | 5 | 4.00 | .826 |
| Many business organizations conduct sales promotion | 42 | 2 | 5 | 4.00 | .796 |
| Sales promotion helps companies to attract customers | 42 | 3 | 5 | 3.95 | .582 |
| Sales promotion can motivate customers to purchase large quantities | 42 | 2 | 5 | 4.29 | .774 |
| Organizations prefer sales promotion to other marketing strategies | 42 | 2 | 5 | 3.40 | .939 |
| Valid N (list wise) | 42 | | | | |

Source: Primary data (2016)

Sales promotion adds value to a product

From the information derived in the table 4.9 above, the mean is 4.00 implying that respondents strongly agreed with the statement that sales promotion adds value to a product. The research results support Belch & Belch, 2007) who stated that sales promotions add value to the product or service which is solid; it appeals to the pocketbook and provides an incentive for purchasing the brand consumers tend to buy products they have been informed about (Ricky et al., 2005). It is therefore not surprising that, marketers tend to use “sales promotion” to communicate information, position product brand, add value, and control sales volume (Pride, 1987) hence a Standard deviation of 0.826 hence varying opinions about the statement. This implies that basing on the response rate by the respondents, sales promotion should be highly appreciated by most companies to increase customer turnover.

Many business organizations conduct sales promotion

According to the information in the table 4.9 above, most of the respondents agree to the statement that many businesses conduct sales promotion as shown by 4.00 as mean. The research findings were in agreement with (Belch & Belch, 2007). Who stated that marketers spend between 60% and 75% of their promotional budget on sales promotion, this implies that the standard deviation is 0.796 hence indicating variations in the response given. Stanton (2009), further defined sales promotion as all those activities other than advertising, selling, public relations and publicity that are intended to stimulate customer demand and improve the marketing performance of sellers. However since sales promotion is conducted by most business organizations, coca cola should add more value to its promotion strategy to compete widely among other organizations.

Sales promotion helps companies to attract customers

According to the information in the table 4.9 above, most respondents agreed to the statement that sales promotion helps companies to attract customers, this is shown with a mean of 3.95, the results of the research were in agreement with Ricky et al., (2005) who stated that consumers tend to buy products they have been informed about. In this case, well promoted products attract customers in a way that products are bought at cheaper prices which encourages many customers to turn over, this implies a standard deviation of 0.582 indicating a varying response rate of the respondents of coca cola Company in Mbarara. Therefore companies need to continue carrying out sales promotion to increase sales of their businesses.

Sales promotion can motivate customers to purchase large quantity

According to the information in the table 4.9 above, most of the respondents were in strong agreement to the statement that sales promotion can motivate customers to purchase large quantity which is shown by a mean of 4.29, the research findings were in agreement with Stanton (2009), who stated that sales promotion intended to stimulate customer demand and improve the marketing performance of sellers he further explains that Sales promotion is essentially an acceleration tool, designed to speed up the selling process and maximize sales volume. By providing an extra incentive, sales promotion techniques motivate consumers to purchase a larger quantity of a brand or shorten the purchase cycle of the trade or consumer by encouraging them to take immediate action. This indicates a standard deviation is 0.774 hence showing variations in the response rate. This is so because whenever goods are sold at cheaper prices during promotions hence encouraging customers to purchase in large quantities.

Organizations prefer sales promotion compared to other marketing strategies

From the information in the table 4.9 above, respondents were neutral to the statement that organizations prefer sales promotion compared to other marketing strategies which is shown by a mean of 3.40, according to the research findings, the respondents were neutral with (Belch & Belch, 2007). Who stated that recently, the importance of sales promotion has increased dramatically compared to advertising. The allocation of the marketing budget has been reallocated, so that sales promotion account for a bigger percentage of the spending than ever before. It is estimated that marketers spend between 60% and 75% of their promotional budget on sales promotion implying standard deviation of 0.939 implying a wide variation in the response rate at Coca-Cola plant in Mbarara.

4.4 Descriptive statistics of advertising

Here the respondents were also asked to give answers about advertising in the questionnaires basing on the scale that was given to them and the results of the findings are as below,

Table 4.10: Showing descriptive statistics of advertising

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----|---------|---------|------|----------------|
| Advertised products are most consumed | 42 | 2 | 5 | 3.98 | .680 |
| Coca cola advertised its products | 42 | 2 | 5 | 3.55 | 1.131 |
| Coca cola can survive without advertising themselves | 42 | 2 | 5 | 3.98 | .563 |
| Advertising creates awareness about coca cola products | 42 | 1 | 5 | 4.17 | .824 |
| coca cola spends huge amounts of money on advertising and brand management | 42 | 1 | 5 | 3.90 | .850 |
| Valid N (list wise) | 42 | | | | |

Source: Primary data (2016)

Advertised products are the most consumed or purchased

According to the information in the table 4.10 above, the respondents agreed to the statement advertised products are most consumed or purchased, this is shown by a mean of 3.98. the research findings show that the respondents were in agreement with Etzel et al. (2007) who noted that the purpose of advertising is to create awareness of the advertised product and provide information that will assist the consumer to make purchase decision, the relevance of advertising as a promotional strategy, therefore, depends on its ability to influence consumer not only to purchase but to continue to repurchase and eventually develop-brand loyalty. This resulted into a standard deviation of 0.680 implying a wide range variation in responses. This is so because consumers have a habit of purchasing products that they are aware about therefore I would encourage companies like Coca-Cola to keep advertising its products as this will increase on sales of its products.

Coca-Cola advertises its products

According to the table 4.10 above, the respondents agreed to the statement Coca-Cola advertises its products and this is shown by a mean of 3.55, the results of the research findings were in agreement with Etzel et al. (2007) who noted that Consequently, many organizations spend a huge amount of money on advertising and brand management. Furthermore, Nelson (2004), points to the important role of advertising in providing price and product quality information. Informative advertising reduces the costs associated with consumer search and facilitates substitution possibilities between products, resulting in lower prices and superior market performance; this in one way or the other improves the business performance of an organization. This implies a standard deviation of 1.131 implying that the respondents of Coca Cola Company had a very wide varying response rate in respect of this statement. Therefore since research findings reveal that Coca Cola Company increases its

sales through advertising, it should keep up with advertising its products for effective performance.

Coca cola can survive without advertising themselves

According to the information in the table 4.10 above, the mean was 3.98 which clearly show that the respondents agreed to the statement that coca cola can survive without advertising themselves. The results from the research show that the respondents agreed with Etzel et al. (2007) who stated that the purpose of advertising is to create awareness of the advertised product and provide information that will assist the consumer to make purchase decision, the standard deviation here is 0.563 indicating a varying variation of respondents. However, I don't agree that coca cola can survive without advertising themselves because the competition is so wide therefore failure to advertise will reduce its customer base since customers will be forced to buy other products like from Pepsi cola.

Advertising creates awareness about Coca-Cola products

According to the information obtained in the table 4.10 above, the mean of the respondents was 4.17 implying that majority of the respondents strongly agreed to the statement that advertising creates awareness about coca cola products. According to the research findings, the respondents were in agreement with denning (2006) who advocates that advertising serves primarily a persuasive role. According to this view, advertising increases product differentiation and deters entry by contributing recognition and prestige to advertised goods, thereby inflating the market power of firms selling advertised goods and bracing prices. The standard deviation in this case is 0.824 implying a wide variation in the responses. This is so because most customers nowadays request for coca cola products that have names on them.

Coca-Cola spends huge amounts of money on advertising and brand management

According to the information in the table 4.10 above, the mean of the respondents was 3.90 implying that the respondents agreed to the statement that coca cola spends huge amounts of money on advertising and brand management, the results from the research were in agreement with Dunn et al. (2008) who define advertising as the non-personal communication of marketing-related information in a target audience, usually paid for by in order to reach the specific objectives of the sponsor. The standard deviation in this case is 0.850 implying that there was a wide variation in the responses. However this is true because coca cola adverts are seen on billboards and televisions implying that the company spends a lot of money on advertising.

4.5. Descriptive statistics of personal selling

Here the respondents were also asked to give answers about personal selling in the questionnaires basing on the scale that was given to them and the results of the findings are as below;

Table 4.11: Showing descriptive statistics of personal selling

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|----|---------|---------|------|----------------|
| Personal selling is a process by which a seller sells to the consumer face to face | 42 | 2 | 5 | 3.88 | .633 |
| Personal selling is very expensive for most organizations | 42 | 2 | 5 | 4.00 | .855 |
| Communication is the most basic activity for the sales representative during personal selling | 42 | 2 | 5 | 3.93 | .745 |
| Every organization has a sales person who carries out personal selling | 42 | 1 | 5 | 3.60 | .834 |
| Personal selling involves the two way communication between a buyer and a seller | 42 | 1 | 5 | 3.80 | .850 |
| Valid N (list wise) | 42 | | | | |

Source: Primary data (2016)

Personal selling is a process by which a seller sells to the consumer face to face

According to the information in the table 4.11 above, the respondents of Coca Cola Company agreed to the statement that personal selling involves face to face, this is shown by a mean of 3.88. The results from the research support Weitz and Castleberry, (2004) who noted that personal selling involves the building of relationship through communication for the purpose of creating a sales transaction. Thus personal selling is interpersonal communication regarding goods and services. Communication is the most basic activity for the sales representative during personal selling exchanges (Engel & Kollat, (2011). Personal selling is a social situation involving two persons in a communication exchange Therefore the standard deviation is 0.633 indicating a variation in the responses. This implies that for any organization to be effective, it should carry out personal selling thus face to face selling to increase awareness and ensure products are well known to customers.

Personal selling is expensive for most organizations

According to the information in the table 4.11 above, the mean of the respondents on the statement that personal selling is expensive for most organizations is 4.00 and the research findings indicate that they strongly agreed with the statement, which is in line with (Engel & Kollat, (2011). who indicated that personal selling is the process by which the seller sells to the consumer face to face. Personal selling (PS) is the most expensive form of promotion. In essence personal selling involves the building of relationship through communication for the purpose of creating a sales transaction. The standard deviation in this case is 0.855 implying that there was a wide range of variation in the responses given by coca cola company workers in Mbarara. However, personal selling is possible for Coca Cola Company since it can be done through its agents, however it becomes difficult for online businesses since there is no personal contact with customers.

Communication is the most basic activity for the sales representative during personal selling

According to the information given in the table 4.11 above, the respondents of Coca-Cola agreed to the statement that communication is the most basic activity during personal selling, which is shown by a mean of 3.93, the results from the findings were in agreement with (Engel & Kollat, (2011). who stated that personal selling is a social situation involving two persons in a communication exchange. Success depends on how well both parties achieve a common understanding enabling mutual goal fulfillment through social interaction. The standard deviation in this case is 0.745 implying a wide variation among the respondents. However, personal selling cannot take place without communication because it involves a two way flow of information therefore Coca Cola Company should ensure that it employs a sound personnel to carry out the exercise from effective results.

Every organization has a sales person who carries out personal selling

According to the table 4.11 above, the mean of the respondents was 3.60 implying they were neutral with the statement that every organization has a sales person who carries out personal selling, the respondents were neutral with according to the research findings with Weitz et al (2004) who stated that the role of sales representative is to engage and collect information about a prospective customer, develop a sales strategy based on that information, transmit a message that implements organizational strategy, evaluate the impact of these messages and make adjustments upon this evaluation implying a standard deviation of 0.834 hence a wide variation in responses, however, not every organization has a sales person because it is seen to be expensive therefore it carried out by few companies.

Personal selling involves the two-way communication between a buyer and a seller

According to the information in the table 4.11 above, the mean of the respondents is 3.80 implying that the respondents were in agreement with the statement that personal selling is a two way communication. This shows a standard deviation of 0.850 implying a varying response rate of the workers and management of coca cola Company in Mbarara district. (Kotler, 2013). Weitz et al (2004) states that the role of sales representative is to engage and collect information about a prospective customer, develop a sales strategy based on that information, transmit a message that implements organizational strategy, evaluate the impact of these messages and make adjustments upon this evaluation. However, from the information from the research findings, it was found out that for personal selling to take place, there must be a sales person with a sound mind to carry out the exercise hence leading to increased performance of the organization.

4.6 Correlation Analysis

In order to establish the relationship between marketing strategies and business performance, it was necessary to conduct correlation analysis to determine the different dimensions of marketing strategies and how they relate to business performance at coca cola plant in Mbarara district. The following were the results;

4.6.1 Personal selling and business performance

Here the correlation analysis was done to ascertain the relationship between marketing strategies and business performance. And below were the results of the findings

Table 4.12: Showing the Correlations of personal selling and business performance

| | | Selling | Performance |
|------------------|---------------------|---------|-------------|
| Personal selling | Pearson Correlation | 1 | .353* |
| | Sig. (2-tailed) | | .022 |
| | N | 42 | 42 |
| Performance | Pearson Correlation | .353* | 1 |
| | Sig. (2-tailed) | .022 | |
| | N | 42 | 42 |

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

Source: primary data (2016)

From the table 4.12 above, correlation analysis showed that there is a positive and insignificant relationship ($r=0.353$, $p<0.01$) between personal selling and the performance of businesses. This means that personal selling positively affects the performance of businesses. These findings indicated above are consistent with those of the study that were carried out by Davidet.al (2013) who noted that there is a strong correlation between personal selling and business performance in terms of growth in revenue and job opportunities, improved efficiency, and wider connection with customers. Personal selling serves three major roles in a firm's overall marketing effort. First, salespeople are the critical link between the firm and its customers. Second, salespeople the company in a consumer's eyes, thus playing a

dominant role in a firm's marketing program. (Manning and Reece, 2008) This implies that Personal selling serves big roles in a firm's overall marketing effort and are the critical link between the firm and its customers and this increases the firm's market share and eventually business sales which is a major indicator of business performance. Furthermore, it also enables the businesses to compete fairly with larger players. This clearly shows the linkage between personal selling and the performance of business organizations.

This therefore means that the businesses should continue to put personal selling into practice as this will improve upon their performance.

4.6.2 The relationship between advertising and the performance of businesses.

Another objective of the study was to establish the relationship between advertising and business performance. In this part, the correlation analysis was carried out to come up a relationship between advertising and the performance of business enterprises and below is the results of the study.

Table 4.13: Showing the Correlations advertising and the performance of business enterprises

| | | Advertising | Performance |
|-------------|---------------------|-------------|-------------|
| advertising | Pearson Correlation | 1 | .035 |
| | Sig. (2-tailed) | | .824 |
| | N | 42 | 42 |
| Performance | Pearson Correlation | .035 | 1 |
| | Sig. (2-tailed) | .824 | |
| | N | 42 | 42 |

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

Source: primary data (2016)

From the table 4.13 above, correlation analysis showed that there is a positive and significant relationship ($r=0.824$, $p<0.01$) between advertising and the performance of businesses. This therefore means that advertising positively affects the performance of business enterprises. The results obtained in the correlation analysis were consistent with scholarly works of Etzel et al. (2007) who noted that the purpose of advertising is to create awareness of the advertised product and provide information that will assist the consumer to make purchase decision, the relevance of advertising as a promotional strategy, therefore, depends on its ability to influence consumer not only to purchase but to continue to repurchase and eventually develop-brand loyalty. Furthermore, denning (2006) advocates that advertising serves primarily a persuasive role. According to this view, advertising increases product differentiation and deters entry by contributing recognition and prestige to advertised goods, thereby inflating the market power of firms selling advertised goods and bracing prices. This therefore shows the relationship between advertising and the performance of business enterprises.

4.6.3 The relationship between sales promotion and business performance.

Here the correlation analysis was also carried out to ascertain the relationship between sales promotion and the performance of business enterprises and below are the findings of the study

Table 4.14: Showing the Correlations between sales promotion and the performance of businesses

| | | Sales promotion | Performance |
|-----------------|---------------------|-----------------|-------------|
| Sales promotion | Pearson Correlation | 1 | .101 |
| | Sig. (2-tailed) | | .524 |
| | N | 42 | 42 |
| Performance | Pearson Correlation | .101 | 1 |
| | Sig. (2-tailed) | .524 | |
| | N | 42 | 42 |

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

Source: primary data (2016)

From the table 4.14 above, correlation analysis showed that there is a positive and a significant relationship ($r=0.524$, $p<0.01$) between sales promotion and the performance of business enterprises. This means that Sales promotion is positively related to the performance of business. This is consistent with the views of (Belch & Belch, 2007). Who indicates that sales promotions add value to the product or service which is solid; it appeals to the pocketbook and provides an incentive for purchasing the brand. Sales promotion is essentially an acceleration tool, designed to speed up the selling process and maximize sales

volume. By providing an extra incentive, sales promotion techniques motivate consumers to purchase a larger quantity of a brand or shorten the purchase cycle of the trade or consumer by encouraging them to take immediate action. The world's economy is also becoming globalized and as a result, many firms are conducting international business operations (Ricky et al, 2005). Managements of organizations therefore strive to improve their organizational performances through marketing actions or activities such as promotional incentives (Pauwels et al., 2004). The reason had been that, consumers tend to buy products they have been informed about (Ricky et al., 2005). It is therefore not surprising that, marketers tend to use "sales promotion" to communicate information, position product brand, add value, and control sales volume (Pride, 1987). This therefore shows that there is a relationship between sales promotion and the performance of business enterprises.

4.7 Conclusion

In this chapter, the researcher presented and discussed the findings of the study which were obtained basing on the research objectives, hypothesis and research questions specified in chapter one. In the researcher's opinion, the research findings were consistent with the theory indicated in the literature review (chapter two), in the next chapter (chapter five) the researcher presents a summary of findings, conclusions, recommendations, and suggestions for further research.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter is divided into five sections. The first section is the introduction. In the second section, the researcher presents the summary of findings which are presented objective by objective. The third section presents the general conclusions that have been drawn from the research findings. Recommendations suggested by the researcher are presented in section four. The researcher gives recommendations in relation to the relationship between marketing strategies and business performance with Coca-Cola plant in Mbarara as the case study.

5.1 Summary of findings

The researcher answered the three research questions which included: what is the relationship between marketing strategies and business performance? What is the relationship between advertising and business performance? What is the relationship between sales promotion and business performance? What is the relationship between personal selling and business performance? These questions were answered according to the findings in chapter two (literature review) as well as from the information or findings got from the respondents of coca cola plant in Mbarara through the questionnaires that were designed by the researcher.

5.1.1 The relationship personal selling and business performance

Most of the respondents agreed that personal selling relates to the performance of the organization. From the correlation analysis that was conducted from table 4.11, it was found out that personal selling have a strong positive and insignificant relationship($r=0.353$) with

the performance of business enterprises. This therefore means that use of personal selling brings about a positive change in the performance of businesses.

5.1.2 Advertising and the performance of businesses

From the correlation analysis carried out in table 4.12, it was also discovered that advertising has a positive and significant relationship ($r=0.824$) with the performance of business and this therefore means that any positive change in advertising brings about a positive change in the performance of business.

5.1.3 Sales promotion and the performance of businesses

From the results got after conducting a correlation analysis from table 4.13 above, it was discovered that there is a positive and significant relationship ($r=0.524$) between sales promotion and the performance of business. This therefore means that implementation of sales promotion brings about a positive change in the performance of business.

5.2 Conclusions

Since the findings from the study indicated a positive and insignificant relationship between sales promotion and business performance , a positive and significant relationship between advertising and business performance and also a positive and significant relationship between personal selling and business performance . Therefore, this study concludes the most significant marketing strategies contributing to success of Coca Cola company performance are sales promotions, personal selling, and advertising. In other words, one can say that well implemented marketing strategies bring about a positive change in the performance

5.3 Recommendations

The role of marketing strategies is very crucial as showed by the findings of the study in the performance of business and therefore it should not be ignored at any cost. It is therefore important for businesses to make use of the marketing strategies in order to increase sales of their businesses.

The role of marketing strategies is also crucial because marketing strategies can assist a business in understanding and connecting with clients and customers hence making the clients aware of the products available and how much they cost.

Marketing strategies should also be implemented because they help businesses deliver products to the right demographics that is according to age, sex as well as the religion of the respondents.

Having and well-thought-out marketing strategies can help a business identify gaps in the marketplace and provide feasible solutions for the clients that is providing the most needed products to the clients depending on their demand.

When a business applies marketing strategies, its departments can better work with each other, because they are all working from the same plan. For example, your advertising people will talk with your product development people to determine what message you should send about your benefit.

Your sales people will talk with the people responsible for managing your image to determine if they can offer discounts, coupons or rebates without damaging your brand hence increasing sales as well as high customer turnover.

5.4 Suggestions for further research

From the study, the findings and recommendation given, the researcher urges further researcher in the following areas

The role of marketing plan of business performance

Implementation of marketing strategies and the performance of business

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Appendices

Appendix I

QUESTIONNAIRE

Dear respondent,

I am Mukeshimana Fortunate, a student at Uganda Martyrs University in the faculty of business administration and management. The research I am carrying out is about the relationship between marketing strategies and business performance in Coca-Cola Company in Mbarara district, as a requirement for the award of a bachelor's degree in Business Administration and Management. I hereby kindly request you to participate in this research by responding to the questions below. All the information gathered will be kept confidential.

Thank you.

SECTION ONE:

DEMOGRAPGHIC DATA (tick the most appropriate)

1. Gender

A. Male

B. Female

2. Marital status

A. Single

B. Divorced

C. Married

3. Religion

A. Anglican

B. catholic

C. Muslim

D. others

4. Academic qualification

- A. Diploma B. Degree C. Masters D. PHD

5. Age

- A. (20-25) years B. (25-35) years C. 35 and above years

6. Number of years spent in Coca-Cola

- A. below 5years B. between 5-10years C. between 10-15years D. above 15years

7. Does the organization have proper records regarding its performance?

- A. Yes B. Not sure C. No

For the following sections two and three, state whether you strongly agree, agree, strongly disagree, disagree or none of the above depending on your own opinion, basing on the scale below.

Tick the most appropriate

| | | | | |
|-------------------|-------|----------|----------|----------------------|
| 1 | 2 | 3 | 4 | 5 |
| STRONGLY AGREE | AGREE | NOT SURE | DISAGREE | STRONGLY DISAGREE |
| SA | A | N | D | SD |

SECTION TWO:

MARKETING STRATEGIES AND BUSINESS PERFORMANCE

On a scale of 1 to 5. State whether you : Strongly agree (SA)= 5 , Agree(A)=4 Not sure(N) =3, Disagree(D) =2 or Strongly Disagree(SD) = 1 depending on your own opinion, basing on the scale.

| DETAILS | SA | A | N | D | SD |
|---|----|---|---|---|----|
| | 5 | 4 | 3 | 2 | 1 |
| Marketing strategies have an influence on performance | | | | | |
| Advertising leads to increased customer turn over | | | | | |
| Marketing strategies aim at successful business performance | | | | | |
| Personal selling leads to increased customer base | | | | | |
| Public relations determines customer awareness | | | | | |

SECTION THREE

PART A: RELATIONSHIP BETWEEN SALES PROMOTION AND BUSINESS PERFORMANCE

On a scale of 1 to 5. State whether you : Strongly agree (SA)= 5 , Agree(A)=4 Not sure(N) =3, Disagree(D) =2 or Strongly Disagree(SD) = 1 depending on your own opinion, basing on the scale.

| DETAILS | SA | A | N | D | SD |
|--|----|---|---|---|----|
| | 5 | 4 | 3 | 2 | 1 |
| Sales promotion adds value to a product | | | | | |
| Many business organizations conduct sales promotion | | | | | |
| Sales promotion helps companies to attract customers | | | | | |
| Sales promotion can motivate customers to purchase large quantity | | | | | |
| Organizations prefer sales promotion to other marketing strategies | | | | | |

PART B: RELATION SHIP BETWEEN ADVERTISING AND BUSINESS

PERFORMANCE

On a scale of 1 to 5. State whether you : Strongly agree (SA)= 5 , Agree(A)=4 Not sure(N) =3, Disagree(D) =2 or Strongly Disagree(SD) = 1 depending on your own opinion, basing on the scale.

| DETAILS | SA | A | N | D | SD |
|--|-----------|----------|----------|----------|-----------|
| | 5 | 4 | 3 | 2 | 1 |
| Advertised products are most consumed or purchased | | | | | |
| Coca-Cola advertises its products | | | | | |
| Coca-Cola can survive without advertising themselves | | | | | |
| Advertising creates awareness about Coca-Cola product | | | | | |
| Coca-Cola spends huge amounts of money on advertising and brand management | | | | | |

PARTC: RELATIONSHIP BETWEEN PERSONAL SELLING AND BUSINESS

PERFORMANCE

On a scale of 1 to 5. State whether you : Strongly agree (SA)= 5 , Agree(A)=4 Not sure(N) =3, Disagree(D) =2 or Strongly Disagree(SD) = 1 depending on your own opinion, basing on the scale.

| DETAILS | SA | A | N | D | SD |
|---|----|---|---|---|----|
| | 5 | 4 | 3 | 2 | 1 |
| Personal selling is a process by which the seller sells to the consumer face to face | | | | | |
| Personal selling is very expensive for most organizations | | | | | |
| communication is the most basic activity for the sales representative during personal selling | | | | | |
| Every organization has a sales person who carries out personal selling | | | | | |
| Personal selling involves the two way flow of communication between a buyer and seller | | | | | |

Appendix II

INTERVIEW GUIDE

1. Explain, what are the various marketing strategies being implemented by Coca-Cola limited company in Uganda?

2. Describe the other factors that lead to increase in sales apart from the different marketing strategies employed Coca-Cola limited company in Uganda?

3. What is the relationship between Marketing Strategies and performance Coca-Cola limited company in Uganda?

4. Do organizational policies help to improve performance of a business? If yes, explain how?

5. Does management of the organization affect the performance of the performance of a business? If yes, explain how?

Appendix III

Recommendation letter

Uganda
Martyrs
University



making a difference

**Office of the Dean
Faculty of Business Administration and Management**

Your ref.:
Our ref.:

Nkozi, 16th March, 2016

To Whom it may Concern

Dear Sir/Madam,

Re: Assistance for Research:

Greetings and best wishes from Uganda Martyrs University.

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

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

Thank you in advance.

Yours Sincerely,

Mr. Edward Segawa
Associate Dean

