THE EFFECT OF PUBLIC RELATIONS PRACTICES ON SALES PERFORMANCE OF

MANUFACTURING COMPANIES.

CASE STUDY : MUKWANO GROUP OF COMPANIES

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A UNDER GRADUATE DISSERTATION PRESENTED TO THE FACTULTY OF

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ABSTRACT

The major objective of the study is to assess the effect of public relations practices on sales performance of manufacturing companies using a case study of Mukwano group of companies found in makindye division. The study variables were the independent variable included reputation management, internal communication and community relations while the dependent variable included market share, profitability, customer retention. The specific objectives of the study were to examine the effect of reputation management on sales performance of manufacturing companies, to find out the role of internal communication on sales performance of manufacturing companies, to determine the effect of community relations on sales performance of manufacturing companies.

The researcher used a case study design with both quantitative and qualitative approaches. The study involved a sample of 80 respondents drawn from a study population of 100 people. SPSS was used to analyze the quantitative data to develop the tables. The time frame of the study was cross sectional.

The conclusion of study showed mukwano group of companies practice public relations at every level of the department of the organization.

The recommendation of the study was basically that support towards manufacturing companies is critical. In regard to this, the central government should put in place a frame work of policies and actions designed at supporting the establishment and growth of manufacturing companies through subsidies and tax waivers. The end result of this will significantly improve the performance of manufacturing companies, attract more local and foreign investors, as well as increasing the profitability margin thereby re-investment,

resulting into business expansion and broadening employment opportunities in the country and the region at large.

INTRODUCTION

1.0 INTRODUCTION:

This chapter explores the background to the study, the problem statement, purpose of the study, the major objectives, specific objectives, research question, scope, significant of the study and conceptual frame work.

1.2 BACK GROUND OF THE STUDY.

Manufacturing industries came into being with the occurrence of technology and social – economic transformations in the 18th – 19th century. This was widely known as industrial revolution. It begun in Britain and replaced the labor intensive tax tail production with mechanization and use of fuel .manufacturing industries are the chief producing sector of an economy. These industries use various technologies and methods widely known as manufacturing process management manufacturing industries are broadly categorized in to engineering industry, construction industry, electronics industry, chemical industry, tax tail industry, food and beverage industries, metal working industries, plastic industries, and transport and telecommunication industries.

Manufacturing industries are important for an economy as they employ huge share of the labor force and produce materials required by the sectors of strategic importance such as national infrastructure and defense however, not all manufacturing industries are beneficial to the nation as some of them generate negative externalities with huge social costs. The cost of letting such industries flourish may even exceed the benefits generated by them. (Economy watch.com)

In china, the development of industries has been given considerable attention since the advent of the communist regime overall industrial output often has grown at an annual rate

of more than 10percent,and china's industrial work force probably exceeds the combined total for all other developing counties. The industry has surpassed all other sectors in economic growth and degree of modernization most heavy industries and products deemed to be of national strategic importance remain state-owned, but an increasing proportion of lighter and consumer-oriented manufacturing firms are privately held or are private state joint ventures.

Based on responses to a survey of more than 400ceos and senior executives in the manufacturing industry worldwide the lysis deloitte concluded that in the 2010 global manufacturing competitiveness index that "the epicenter for manufacturing continues to shift to emerging markets and Asia in particular with the rise of china, India and Korea, Asia has become the most competitive location."

Since the publication of this report one year ago, there have been continued changes in the global economy some quite significant. Executives of 150 large and medium sized manufacturing enterprises participated in the survey and results show that despite of the volatility in the present global economy, china has managed to maintain sound development in the manufacturing industry

The Chinese economy has experienced rapid growth over the last 30years. In 2010 china, Japan as the second largest economy in the world, with a GDP of US$ 5.7 trillion (based on the international rate)

Such significant economic growth is largely due to contributions from development of the manufacturing industry with a long history and solid foundation, china's manufacturing industry has experienced internal growth and become a world leader in manufacturing export since the mechanization reform and china's entry to WTO (world trade organization).

According to data from an internationally known economic consulting organization, it is global insight that china's manufacturing output accounted for 19.8% of the global total in 2010, which surpasses the united states, (19.4%) making china the largest industrial manufacturing country in the world .in terms of manufacturing exports , WTO's statistics shows that china ranks second only after the EU, exporting 13% of global total.

Kenya has a large manufacturing sector serving both the local market and exports to the East African region. The sector which is dominated by subsidiaries of multi-national corporations, contributed approximately 13% of the gross domestic product (GDP) in 2004. Improved power supply increased supply of agricultural products for agro processing, favorable tax reforms and tax incentives, more vigorous export promotion and liberal trade incentives to take advantage of the expanded market outlets through AGOA, COMESA, and East African Community (EAC) arrangements, have all resulted in a modest expansion in the sector of 1.4% in 2004 as compared to 1.2% in 2003.

The rising levels of poverty coupled with the general slowdown of the economy has continued to inhibit growth in the demand of locally manufactured goods, as effective demand continues to shift more in favor of relatively cheaper imported manufactured items.

In addition, the high cost of inputs as a result of poor infrastructure has led to high prices of locally manufactured products thereby limiting their competitiveness in the regional markets and hampering the sector's capacity utilization.

During the last 10years, Uganda has achieved an average GDP growth rate of 6.7%, which has mainly been accounted for by the industrial and service sectors. Between 1997/98 and2005/06 the Uganda manufacturing sector contributed an average of 9% to total GDP annually, while the service and agricultural sector accounted for 40%. The industrial sectors

annual growth rate was approximately1.3%.This rate is low and likely to hinder Uganda's expectation of poverty reduction and meeting its millennium development goals, (kappel lay and Steiner 2005, Lawson 2006 etal).

Uganda's manufacturing sector is small and really growing. The main indicators reveal its low productivity.

For example in2002,the capacity utilization of the Ugandan manufacturing sector when compared to that of other African countries was around the mean(58%) but lower than that of the manufacturing sectors in Kenya (63%) and cote d' ivories (71%). Uganda's labor productivity is also lower than that of other African counties, whereas its monthly wages for unskilled labor higher than those of India and China (steel 2003).These are indications of the low competitiveness of the Ugandan manufacturing sector at the international and regional levels.

Despite efforts by government to improve the private manufacturing sector in Uganda, efficiency and competitiveness of this sub-sector has not improve, (Edward and mugisha, 1996).The contribution of the manufacturing sector to gross domestic product is still at 11% (back ground to the budget 2000/2001).from 1993 to 1998, 13firms have been liquidated, 52 closed and 27 put under receivership by Uganda manufactures association 1999

Most manufacturing enterprises in Uganda are medium and small enterprises, (UBOS 2003), of which micro enterprises are the most important (that is those with less than 5 employees).there are approximately 500,000 medium and small enterprises that employees about 9 percent of the active non farming population. In spite of the performance and growth being poor, a situation that worsens the overall performance of Ugandan manufacturing sector and the economy at large according to Reinka and Svensso's (2001) statistics, these

firms seem to upgrade their investment, are inefficient, and incur high costs per unit of revenue.

1.3 Problem statement to the study.

Manufacturing firms in Uganda are mostly medium and small enterprises a report from (UBOS 2003), of which it employs about 90% of the active non farming population. In spites of the contribution of these firms to employment, generation of raw materials requirements and tax generation ,their performance and growth have been poor due to poor public relations practices, further increasing an already bad situation in the county with more than 12% un employment ,and low level of indigenous industrial and technological development a report from UBOS,(2009). Success of an organization implies that it is meeting its goals and objectives in an effective and efficient manner since strategies are central to success of businesses, and they are a product of business owners visions and environment condition, it is possible that deficiency in public relations practices could be significant explanation of the poor sales performance and growth of manufacturing firms in Uganda

Therefore it is upon this basis that the research has been carried out in order to assess the effect of public relations practices on sales performance.

1.4 General objectives to the study.

To assess the effect of public relations practices on sales performance of manufacturing companies.

1.5 Specific objectives of the study.

To examine the relationship between reputation management and sales performance of manufacturing companies.

To find out the role of internal communication on sales performance of manufacturing companies.

To determine the effect of community relations on sales performance of manufacturing companies.

1.6 Research Questions.

What is the relationship between reputation management and sales performance of manufacturing companies?

What is the role of internal communication on sales performance of manufacturing companies?

How does community relation determine sales performance of manufacturing companies?

1.7 Research hypothesis.

Relationship between reputation management and sales performance of manufacturing companies.

Role of internal communication on sales performance of manufacturing companies

Community relations determine sales performance of manufacturing companies.

1.8 The scope of the study.

1.8.1 Time scope

The study will be carried out from 2010-2014. This is because mukwano group of companies has prevailed for long in the business world so it has information I will need.

1.8.2 Geographical scope.

The study will be based in mukwano group of companies found in central division .because of the intense public relation activities they carry out.

1.8.3 Content scope.

The study will focus on public relation practices as the factor that affects performance of manufacturing companies while keeping other factors constant.

1.9 significance of the study.

This study is to benefit people of different categories for example policy makers, senior managers, customers GDP.

This is also help the manufacturing companies to increase and improve their sales and output through understanding how to affect the public relations practice

1.10 Justification.

This study should be conducted in order to determine possible solutions to the decline in sales performance of manufacturing companies which contribute to growth and development of the country through attaining profitability (harris and Gibson,2006)

The research is to help the researcher to attain a degree in business administration and management.

1.11 conceptual frame works.

The conceptual frame work shows a linear relationship between public relation practices as the independent variable and sales performance of manufacturing companies as the dependent variable.

Independent variables   Dependent variables.

Public relations functions	Sales performance of manufacturing companies
-reputation management	-market share
- Internal communication	-profitability
-community relations	-customer retention
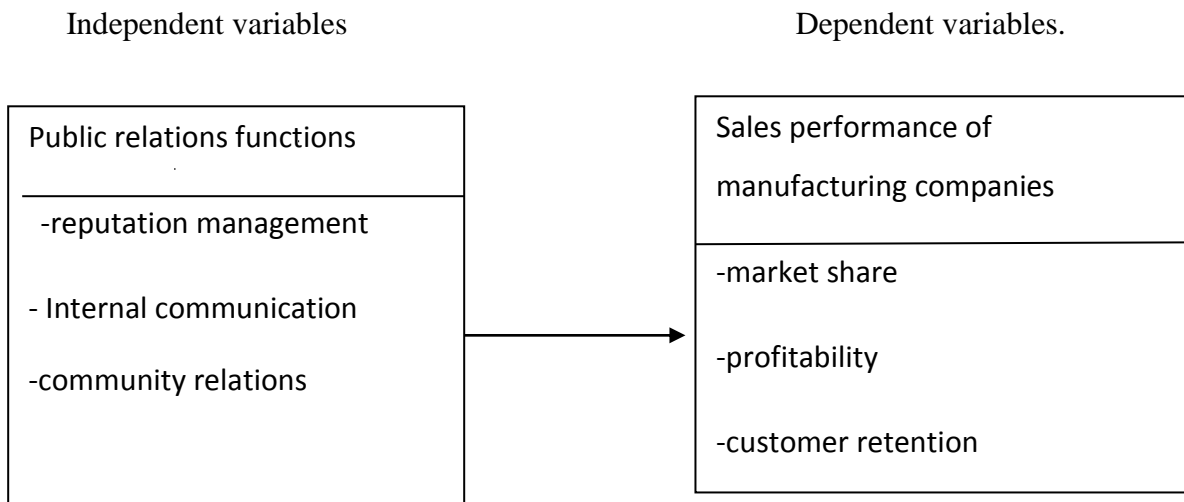
1.12. Definition of concept.

Dr .Harlow defined public relations as a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its public. (Cut lip and center, 1982:5)

Communication is the act of social networking.

CHAPTER TWO.

LITERATURE REVIEW

2.0. INTRODUCTION.

This chapter will be concerned with review of related literature on how public relations practices have led to better sales performance of manufacturing companies and its different dimensions and their applicability in this area will also be reviewed.

2.1. CONCEPUTAL REVIEW.

According to the first world assembly of public relations association held in Mexico city in 1978,defined it as "the art and social science of analyzing trends, predicting their consequences, counseling organizational leaders and implementing planned programs of action which will serve both the organization and the public interest".

Dictionary based definition, "the state of the relationship between an organization and the public." Oxford advanced learners Dictionary; 2004.

According to smith and Reece (1999), business performance is defined as operational ability to satisfy the desires of the company's major shareholders and it must be assessed to measure an organizations accomplishment.

2.2 THEORETICAL REVIEWS

The excellence theory is a general theory of public relations that specifies how public relations makes organizations more effective, how organized and managed when it contributes most to organizational effectiveness, the conditions in organizations and their environments that make organizations more effective and how monetary value of public relations can be determined. The excellence theory resulted from a study about best practice in public relations, which was headed by james E. Grunig.(1992)

The theory explained that the value of public relations lies in organization public relations. Good relationship with its strategic publics is helpful for an organization to develop and achieve goals desired by both the organization and its publics, reduce costs of negative publicity and increase revenue by providing products and services needed by stake holders. To maximize value of public relations, public relations must identify strategic publics and build long term relationships with them through symmetrical communication programs (Grunig,J.E and Grunig, L.A.2008).

Goal attainment approach

The goal attainment approach assumes that organizations have goals, which can be converted into measurable objectives. Relevant data can be collected and analyzed to evaluate organizational performance (Herman & Renz, 1999). However, this approach has been criticized because an organization may have conflicting goals and choosing an inadequate goal will hamper organizational effectiveness (Robbins, 1990; Rojas, 2000).

Systems approach.

The systems approach emphasizes the interaction between an organization its environment and among organizational subsystems (Robbins, 1990). L. Grunig, J. Grunig, and Ehling (1992) explained that systems theory provides a useful framework for conceptualizing organizational effectiveness in public relations. L. Grunig et al. stated that under the systems theory, key role of public relations is to build and maintain relationships with strategic publics in the environment. They added that systems theory explains how public relations departments can contribute to organizational effectiveness.

However, L. Grunig et al. pointed out that systems theory alone cannot explain how public relations can contribute to effectiveness.

Strategic constituency perspective

The strategic constituency perspective can be seen as an extension of systems theory. According to Robbins (1990), this approach "proposes that an effective organization is one that satisfies the demands of those constituencies in its environment from whom it requires support for its continued existence" (p. 62). The strategic constituency approach has been adopted by the proponents of the management perspective in public relations. L. Grunig et al. (1992) explained that "strategic constituencies…may be called stakeholders (Freeman, 1984) or simply publics, most common in the literature of public relations" (p. 76). Robbins (1990) explained that the strategic constituencies' perspective is problematic because of the difficulty of separating the strategic constituencies from the larger environment, rapid change in the environment, and the difficulty of identifying the expectations that strategic constituencies hold for an organization (p. 67). However, as L. Grunig et al. (1992) maintained, these are problems public relations has been addressing over the years. For instance, S. Bowen (2000) aptly described how situational theory can help identify the strategic constituencies within the environment. Environmental scanning suggested by J. Grunig and his colleagues (Dozier & L. Grunig, 1992; J. Grunig, & Repper, 1992; L. Grunig, J. Grunig, & Dozier, 2002) can address the second problem of rapid change in the environment. The third problem of constituency expectations also has been addressed by public relations scholars such as J. Grunig and L. Grunig (1992, 1996).

They have long been suggesting systematic research on external publics' opinion and incorporation of the research data in the organizations' decision-making process.

Competing values approach

The competing values approach is what Robbins (1990) calls an integrative framework of organizational effectiveness. Robbins explained that with the competing values approach, "the criteria you value and use in assessing an organization's effectiveness—return on investment, market share, new-product innovation, job security—depend on who you are and the interests you represent" (p. 68). In other words, depending on the evaluator, the criteria can be quite different.

Global Theory of Public Relations

During the last decade, scholars have replicated excellence study around the world. Results from these studies extended the excellence theory, which provides generic principles that are understood in the same way around the world and can be operated effectively in most nations. The global public relations theory also suggests that practice in different countries should be different based on culture, political system ,economic system, media system , level of economic development, and extent and nature of activism in a certain country. Grunig, J .E, (2006) etal

Personal Influence model

The personal influence model is developed by Sriramesh, which is described practitioners building personal influence with key individuals like government regulators, media, and tax officials by doing favor for them in return when the organizations need help Sriramesh k.(1992) noted that this model plays a dominant role in many developing countries. Therefore, this model is known as the non-western model.

Many scholars have questioned the possibility of the two-way symmetrical model in real life context. Van der Meiden A. (1993) observed the two –way symmetrical model is unrealistic

since it suggest that organizations should value the interests of their publics more than those of the organization. Murphy P. (1991) proposed that the concept of symmetrical communication works along the continuum from pure conflict to pure cooperation, which is based on mixed motives. Leichty G.(1997) argued that completely collaborative public relations is not feasible in some situations, and pointed out that public relations practitioners' lack of power within an organization further increases the limitation of collaboration

Cameron G. T (2007) etal developed the contingency theory of accommodation, which represent the stance movement an organization toward a given situation and suggests that the true excellence in public relations may result from picking the appropriate point along the continuum that the best fits the current need of the organization and its publics

2.2 THEMES IN THE STUDY OF OBJECTIVES.

2.2.1 Public relations and sales performance of manufacturing companies

The concept of public relations is a very important promotion tool for the business organizations because positive relations built with the public can directly and indirectly affect the organizations business activities, public relation is the process of "building good corporate image, and handling or heading of an favorable rumors ,stories and events" (zain book.com ,2011) public relation is the attempt by information persuasion and adjustment to engineer public support for an activity ,cause, movement or institution (bernays,1955). The field borrows theories of communication from social science disciplines however, there is no one theory that is public relations the field also lacks a sense of identity , failing to define its purpose, scope and dimensions (leeper and leeper, 2001). There appears to be a widely held definition that public relation is "the manipulation of public behavior for the benefit of the manipulated public as well as the sponsoring organizations "(grunig, 1989,p-18-19).

Public relations and its managers supervised the relations of the organizations product or services in the targeted market it is important that manager is a specialist which is related to the product so that they can handle the crisis management or the inquiries of the market. Usually, they use the available communication such as media to maintain the organizations success .moreover, they also communicate with the consumers stock holder, and the general public.

Part of their responsibility is to evaluate the advertising and promotion before serving it .hot right in to the eyes and ears of the public they also observe the social, economic ,political and demographic trends which will have great effect on their sale and on the performance of the organization .Public relations officers assist the company executives in their speeches in the interviews and other forms of public contact in addition some managers handle special events such as sponsorship, parties, or activities to have an opportunity to widely introduce the new product or service. Some find it more effectively that the direct advertising to gain full public attention. (Umsl, 2001)

The success of public relations affairs is based on well executed plans and strategies and most of the companies made it the central focus in their promotional strategy. However, public relations center its focus when there is launch of new product or service need for a reposition of the existing product or service ,create or increase a public interest in the product or in brand ,to influence ,to defend the product or service that have suffered from negative perceptions ,and to enhance the firms overall image.

Many companies recognize the value of public relations as a strategic marketing tool they can use to increase sales of products and services. Whether used alone or as part of an integrated marketing campaign, public relations can contribute to sales in many ways. Public relations

programs may be designed to influence consumers at any stage of the purchase process Increasing awareness of products and services influence perceptions.

Increasing willingness to consider products and services, increasing intent to try a product and make a first time purchase, assuring a positive experience with a purchase and Building ongoing preference for a product or service.

There are proven public relations strategies and tactics that may be used to achieve all of the objectives above. For example, a public relations strategy for increasing intent to try a product may be to stimulate recommendations from reviewers and endorsers. A tactic to assure a positive purchase experience may be to offer free product trial through a newsworthy event.

In addition, public relations professionals are continuously developing innovative new techniques to keep pace with the changing media and information landscape. For example, they are developing means for reaching consumers through consumer generated media, such as blogs and wikis, and to use online and other vehicles to stimulate positive word-of-mouth about products and services.

In their book The Fall of Advertising and the Rise of PR3, branding experts Al Ries and Laura Ries argue that public relations are the best way to launch new brands. In fact, they recommend that any new marketing program start by generating publicity and then shift to advertising after the public relations objectives have been achieved.

Among the evidence they cite to support their recommendation is a study of 91 new product launches that shows highly successful launches are more likely to use public relations than less successful ones. As they see it, "marketing has entered the era of public relations."

.Public relations can help create a unified message that helps marketing and business development. This can help define product or service from the customer's point of view, get you on the speaker's pallet trade shows and conventions, get at articles about your firm in the relevant trade publications and help with collaterals materials development.

Organizations usually have several management functions to help them operate at their maximum capacity, research and development, finance, legal, human resource. marketing and operations each of these functions is focused on its contributions to the success of the organization .public relations unique functions is to help the organization develop and maintain relationship withal of its key public and stakeholders by effectively communicating with these groups , communication is key in maintaining a satisfactory long term, trusting relationship with publics and stakeholders.

Public relation provides the greatest value to an organization when it is used strategically. in an effective organization ,all the major functions are linked together by a common set of strategy that ties in to an overall vision of the feature and an underlying set of values .

A study on excellence in the practice of public relations found that one of the major predictors of excellence was whether the roll of the top public relations executive was a major role or a technician role grunigs j.e (1992). Those in the management roll were much more likely to have a positive import on the organizations on the public relations practice. In order for corporate communication to function strategically, the executive in charge of function must have a place at the decision making table.

In order to gain strategic management role in the organization, the public relations functions must show its values to management Hambrick said that coping with uncertainty is the basis for demonstrating value. Hambrick (1981). Pp.253-276. Technology, workflow, and external environments all contributes to creating uncertainties and therefore strategic contingencies

excellent public relations should help an organization cope with the certainty. This can be achieved only with data and important information .information theory posits that data are only useful in as much as they reduce uncertainty.

When the public relations function provide information and fed back about stake holder's needs and expectations, it performs a critical task for the organization that is unique to its function. Saunders suggested that reducing uncertainty, performing a critical task and influence of any function of an organization. Saunders(1981),pp.431-442.influence is increased when public relations can show that it is unique and cannot be substituted by another function within the organization and when it is connected throughout the organization in such a way that it helps manage relationships with all the key stakeholders. This unique task is much more critical to the organization when it is focused on establishing, maintaining, and repairing relationships with key stakeholders who are needed to help the organization be successful. When the function is simply publicity and media relations, these out comes may be considered less critical and somewhat disposable when budget become limited.

 Public relations play a key role in helping business industries create strong relationships with customers.

Public relations involve supervising and assessing public attitudes, and maintaining mutual relations and understanding between an organization and its public. The function of public relations is to improve channels of communication and to institute new ways of setting up a two-way flow of information and understanding.

Public relations are effective in helping:

Corporations convey information about their products or services to potential customers Corporations reach local government and legislators

Politicians attract votes and raise money, and craft their public image and legacy

Non-profit organizations, including schools, hospitals, social service agencies etc. boost support of their programs such as awareness programs, fund-raising programs, and to increase patronage of their services

Public relations in present times employs diverse techniques such as opinion polling and focus groups to evaluate public opinion, combined with a variety of high-tech techniques for distributing information on behalf of their clients, including the internet, satellite feeds, broadcast faxes, and database-driven phone banks.

As public image is important to all organizations and prominent personalities the role of public relations specialist becomes pertinent in crisis situations. Public relations agencies provide important and timely transmission of information that helps save the face of the organization. In the words of the Public Relations Society of America (PRSA), "Public relations help an organization and its public adapt mutually to one another."

Experienced public relations agencies have formulation press releases into which they can plug the company news, as well as a targeted list of publications for their industry. Truly good public relations agencies generally have a good working relationship with key reporters, boosting their chances of getting coverage. Some public relations agencies deal only with large, established clients, while smaller boutique public relations agencies specialize in certain areas.

2.2.2 Reputation management and sales performance of manufacturing companies.

Reputation is defined as "an impression of public esteem or high regard judged by others" {Merriam Webster's Collegiate Dictionary 1996, p. 1001). Several aspects of the definition warrant attention. First, it is Important to clarify the meaning of "public esteem" and "high

regard." Prior work suggests an organization is held in public esteem or high regard when it is viewed as both visible and credible for example established professional and a stable player in the marketplace. (Fombrun 1996; Fombrum and Stanley 1990).

Although individual persons may have perceptions of an organization's reputation for specific things (e.g., its reputation for fairness, quality, and good hiring practices), research suggests that persons tend to make global evaluations of an organization's reputation. Hence, reputation tends to be regarded as un dimensional, not multidimensional, construct (Thcus 1993; Yoon, Guffey, and Kijewski 1993). In accord with these ideas, we view reputation as a global perception of the extent to which an organization is held in high esteem or regard.

Second, it is useful to consider the entities whose reputations may be evaluated (Bromley 1993). In a sales organizational structure context, a manufacturer may consider the reputation of at least two entities.

Third, it is important to specify the "other people" who judge reputations. Multiple external publics may judge an organization's reputation (e.g., industry analysts, stockholders).

However, in a sales organization context the manufacturer is likely to be concerned particularly about how customers perceive it.

Fourth, it is important to differentiate conceptually "reputation" from the more specific term "image." Reputation and image are conceptually similar, because both reflect perceptions of an entity. However, they are conceptually distinct in several important ways.

First, an image reflects a set of associations linked to a brand or company name that summarizes a brand or firm's identity (i.e., what it stands for; Park, Jaworski, and Maclnnis 1986). Reputation in contrast reflects an overall judgment regarding the extent to which a firm is held in high esteem or regard not the specific identity it has. Thus, whereas image

reflects what a firm stands for reputation reflects how well it has done in the eyes of the marketplace, image and reputation are distinct concepts as each can vary independent of the other. A firm can change its image through repositioning, though its reputation remains intact.

Conversely, a firm's reputation may be affected negatively, even though its image remains intact. For example, a restaurant with an image of "great fast food" may be regarded as non reputable if it is discovered that its owner is engaged in illicit activities. Notably, though, this negative reputation need not alter customers' image of the restaurant as a place that serves great fast food.

Second, the extent to which customers view a specific image as desirable is likely to be specific to a market segment. As such, a firm's image may not necessarily be desirable to customers even though they may agree that its visibility and credibility render its reputation highly positive.

In contrast, customers are likely to regard a favourable reputation as desirable no matter what segment they belong to.

Reputation theory (Bromley 1993; Emler 1990) suggests that a social entity (e.g., a person, an organization) engages in several reputation-related processes. It actively monitors reputations both its own and others'. Evidence suggests firms indeed are interested in monitoring their own reputation (Bromley 1993; Leuthesser 1988). A well-recognized measure by Owen (1993), for example, examines the esteem with which customers hold various brands and companies.

Manufacturers also may be concerned about monitoring the reputation of their rep. This idea is consistent with agency theory (Bergen, Dutta, and Walker 1992). That literature views

monitoring of an agent (i.e., a rep) as important because it assumes that the extent to which a manufacturer designs an efficient contract should be linked, in part, with its ability to monitor its rep's activities.

Monitoring gives rise to perceptions of the extent to which the entity's reputation is good or bad. Monitoring also facilitates the development of reputation-related beliefs.

Such beliefs may be described as either causal or descriptive (Fishbein and Ajzen 1975; Nisbett and Ross 1980). The former reflect the extent to which a specific action is viewed as instrumental in affecting a firm's reputation.

Descriptive beliefs, in contrast, reflect a set of associations tied to a social category. For example, a manufacturer may attach to its schema of "highly reputable firms" beliefs about the characteristics associated with these firms (e.g., highly reputable firms use their own sales force). Descriptive beliefs simply represent observations without reference to causality.

In addition to monitoring reputations, reputation theory proposes that a social entity also acts to manage its reputation (Bromley 1993). Reputation management is a general phenomenon that need not occur in response to a reputation problem. In other words, whereas an entity with a poor reputation may engage in actions that enhance its reputation, even an entity with a favourable reputation may engage in actions designed to sustain or enhance its reputational standing.

Although ideas regarding reputation management have not received much attention in the marketing literature, the notion that a manufacturer is concerned about managing its reputation seems plausible, because reputation perceptions are linked with outcomes deemed important to the firm (Bromley and Yoon 1993 e t a l). For example, favourable reputation perceptions have been linked with a firm's ability to survive crises (Shrivastavas and Siomkos

1989), positive customer attitudes toward the company's products and salespeople (Brown 1995), enhanced buying intentions (Yoon, and Guffey 1993 e t a l), and choice (Traynor 1983).

Ideas regarding reputation monitoring and management have not been applied directly to marketing activities, including the sales organization structure decision.' Yet, a firm's sales force is the face of the company to what is arguably its most important group of constituents: its customers.

The company's survival and prosperity depends on customers' reactions to its product offering, a reaction heavily dependent on the competence of the firm's sales force.

Reputation management activities, as well as hot alerts from transactional satisfaction studies, provide valuable input for taking action to repair individual relationships and address service failures. However, these identified issues occur among a small percentage of customers and are reactive in nature. Also, for the most part the action is service recovery. With a proper customer journey program, companies can engage with customers proactively, and identify both risks and opportunities throughout the journey that, when addressed, will strengthen individual customer relationships.

Reputation management is an important component of a robust customer experience measurement and management program. Ideally, its results should be integrated with results from transactional customer satisfaction studies, as well as a customer journey program, to address the needs of customers, service and delivery channels, and company management.

2.2.3 Internal communication and sales performance of manufacturing companies.

Communication is the act of social net working social networking is a process and practice by which people and organizations are drawn together by family, work or hobby to interaction the explosion of these networking. Social networking is a process and practice by family, work or hobby to interaction. The explosion of these network connections in the work place .suggests the needs for an exploration of the various ways organizations can affect and improve performance and productivity.

Communication is important in business because a business environment is a place where many interactions are needed and much information should be acquired (eckhaus,1999),most working professionals ,particularly those in middles and upper management routinely produce a variety of messages ,many of which are in the written form of memoranda, electronic mail ,letters ,reports, performance reviews, instructions, procedures and proposals (Eckhous 1999). It is also argued that a fuller understanding of organization is a vital ingredient at every forward step of the career process, and that communication is a primary element for understanding how organization function and how members of the organization should ,even must behave in the organizations ,if they are to advance their careers (harris,1993).

The practice of effective communication within the organization is also linked with the development of a healthy corporate culture, jobs satisfaction of employees ,and the happiness and productivity of employees (harris,1993),communication skills are also important to organization leaders because it helps them manage the company more effectively (harris,1993).companies recognize the importance of communication that is why it is a barometer in hiring or measuring employee performance. Waner (1995).found that

companies when their employees to maintain confidentiality, write persuasively, routine letters, use proper placement format.

Although they were problem study that communication promotes positive improvement in organizations, specifically motivation and performance improvement of employees, studies often fails to compare the importance of communication in terms of firm industry types. Firms today can either belong to the manufacturing or service industry .each industry has different traits and characteristics from the other.

Communication has been widely accepted by scholars and academicians as the life hood of organization ,because communication is needed for exchanging information ,opinions, making plans and proposals ,reacting agreement, executing decisions, sending and fulfilling orders and conducting sales .(balock,2005, Alyssa,2006 etal).

According to kotler (2006) communication is the means by which firms attempt to inform, persuade and remained consumers –directly or indirectly –about the products and brands that they sell in as a sense ,communication represents the "voice of the brand and is a means by which it can establish a dialogue and build relationships with consumers.

blalock (2005) posits that good communication matters because   business organizations are made up of people, and as Robert Kent, former dean of Harvard business school puts it, "in business communication is everything", research spanning several decades has consistently ranked communication skills as crucial for managers spend 75 to 80 percent of their time engaged in some form of written or oral communication.

According to balocks (2005), three reasons why good communication is important individuals and their organizations are, Ineffective communication is very expensive, the changing environment and increasing complexity of the 21st century workplace make

communication even more important the collaboration that allows organizations to capitalize on the creative potential of a diverse work force depends on communication.

According to the management study guide (1998-2001) business communication involves constant flow of information feedback is an integral part of business communication. Organizations these days are very large and they involve a very large number of people. There is various level of hierarchy in an organization, the greater the number of levels the more difficult is the job of managing the organization.

Communication here plays a very important role in the process of directing and controlling the people in the organization. There should be effective communication between superiors and subordinates in the organization between organizations and the society at large, between management and trade union etc. communication is essential for the success and growth of an organization therefore communication gaps should be allowed to occur in any organization.

Communication is goal –oriented (management study guide, 1998-2001).then rules, regulations and policies of a company have to be communicated to the people within and outside the organization. Business communication is regulated by certain rules and norms, in early times business communication was limited to paper work, telephone calls, etc. But now with the advent of technology, we have cell phones, video conferencing, emails, and satellite communications etc to support business communication.

According to Alyssa (2006), the ability to communicate well is one of the biggest factors in business success. The principal areas where communication is essential include; pitching potential clients, meeting clients, consumer service etc.

A healthy flow of informal internal communication fosters wider ownership of the unwritten know-how. Collective ownership of the knowledge increases organisational resilience. Changes cause less disruption. Vagaries of the market and competitive initiatives have less impact on headway. Outstanding results are easier to achieve.

Businesses can increase sales performance by improving their internal communication grapevine. This should be a required element of performance management. Better sales communication amongst team members will increase results.

Most companies have a hierarchy of people at different skill levels. Some are beginners who have lots of enthusiasm but little skill. Then there are solid performers who consistently achieve what is asked of them. At the top are those who have completely mastered what they do.

Businesses can increase sales performance if the more accomplished senior people act as a coach or mentor for some of those with less experience or less developed skills.

Traditionally, the creation of this type of knowledge transfer programme would fit within a human resources remit; however, HR staff is often too busy managing recruitment and ensuring compliance with legislation. An internal communication manager could ensure that the wealth of experience and know-how held by employees is deliberately disseminated through a formal coach and mentor programme.

Communication across functions and departments is vital for a company grapevine to remain healthy. Organising events to help break down artificial barriers could also fall into the remit of a dedicated manager.

The reasons that people fail with an assignments usually fall into three categories. Either they didn't understand what had to be done, or they didn't know how to do the tasks involved, or

they had other priorities that took precedence. Better sales communication improves things on all fronts. When people succeed, the company succeeds.

2.2.4 Community relations and sales performance of manufacturing companies.
According to L. C. Hillstrom & K. Hillstrom, "a comprehensive, ongoing community relations program can help virtually any organization achieve visibility as a good community citizen and gain the good will of the community in which it operates" (2002). This is important to a new business as the interaction between the business and the community are the most significant determinant of whether a business will continue to grow and become more successful in the community (Kilkenny, Nalbarte, & Besser, 1999). The following ways have been proven effective for businesses to get involved with their communities: "providing employee volunteers to work on community projects, sponsoring educational and literacy programs, staging open houses and conducting plant tours, [and] celebrating anniversaries" (L. C. Hillstrom & K.Hillstrom, 2002).

Aside from partaking in certain local activities, part of building and maintaining community relationships is showing to the public that businesses do care about the surrounding community and remain responsible. As a business proceeds with socially responsible behaviour, its public image is enhanced which inevitably leads to an increase in sales, fair supplier relationships, and opportunities for more attractive rates on loans. (Besser, 1999).

A key priority for a socially responsible business is to develop and maintain strong and mutually beneficial relationships with its community. Businesses that take an active interest in community well-being can generate community support, loyalty and good will. This is often referred to as building your "social license to operate", an important business objective for any business. (Kilkenny 1999)

Businesses engaging in community relations or community involvement typically conduct outreach to the community aiming to prevent or solve problems, foster social partnerships,

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and generally contribute to the community quality of life. They also participate in community relations to help improve their business by getting valuable community and other stakeholder input. (Besser 1999)

Businesses have relationships in their local communities, sharing common interests. As such, it is valuable to spend some time considering how to leverage your relationships on mutually beneficial initiatives. It is possible to enhance business performance, profitability and your reputation through your community involvement efforts.

Stakeholder Engagement is the process of listening and talking to your stakeholders – typically employees, customers and community members about their issues, concerns and needs, and also the business' important directions and significant decisions. This will help to better meet their needs and help you to develop more robust and lasting business outcomes. More and more businesses are realizing it is important to listen to their key audiences to determine market opportunities, manage risks and help invent their products and services. In addition to the every-day stakeholders of employees, customers, and community, stakeholders can include other groups you deal with as a business such as suppliers, governments, regulators, NGOs (non-governmental organizations), investors, industry associations, media, indigenous people, and others. Basically, stakeholders are those who have a direct or indirect stake in your organization and its decisions and activities.

Stakeholder engagement can help you improve communication, facilitate buy-in on projects, generate community support, and tap into additional information, data and ideas. Listening to your stakeholders' concerns and desires can help you to take into account their different priorities and perspectives. It can secure your "social license to operate".

Stakeholder engagement works when the business genuinely seeks input; it does not work if the process is used to issue-manage or influence groups.

Community relationships between businesses and communities can be manifested through sponsorships, particularly of sports and other school related activities. The three levels of

Sponsorships, according to J. Terence Zinger and Norman J. O'Reilly, include patronage, semi strong sponsorship and fully functioning sponsorship (2010). The levels begin with the benefit of community goodwill and moves on to public awareness of firm, employee morale, cultivate new Brand image, forum for product or service demonstration, entertain key clients, reach new market Segments block competition, and ends with generating new sales (on-site and/or through normal Channels) (p.5).

According to a study done by Nancy J. Miller (1999), small, local business thrive when they "look for ways to become more involved in the local social network of the community in which business is located" and "work toward making local community a better place to live and work as well as a good place to shop". The problem with a lack of involvement of businesses in small communities is that they are often viewed under a closer microscope than they would be in a larger community because there are fewer businesses for locals to monitor.

As stated by Terry L. Besser (1999), "the socially responsive behaviour of businesses operating in small towns will be more generally known by Residents and then rewarded or sanctioned by local residents through changes in employee Morale, performance, and turnover; customer loyalty; and positive interactions with business Service professionals, suppliers, local government officials, and business colleagues"

Competitive business and social pressures are forcing a redefinition of the relationship between company and community. When a company makes a commitment to the community part of its core business strategy, it not only helps attract and retain top employees, but it also positions itself positively among customers and, increasingly, improves its position in the

market. Positive, proactive connections to the community can translate into a boost to the bottom line.

Leading-edge companies are now seeing that to succeed in a global economy; the corporation has to be more than a preferred shareholder. The broad arrays of new stakeholders that the enterprise must embrace require a new perspective on corporate governance and behaviour. Consequently, in addition to becoming the investment of choice, a company must become the supplier of choice, the employer of choice and what we, at the Centre for Corporate.

Indeed, recent research by the Walker Group, a management consulting firm in Indianapolis, indicates that, given the pressures that accompany the growing parity in the price of goods and services, companies will achieve an increasing competitive advantage through social responsibility. This makes strategic social investment all the more important for global corporations as they seek to establish a consistent image and market presence across the world.

<h1 style="text-align:center">CHAPTER THREE.</h1>

<h1 style="text-align:center">RESEARCH METHODOLOGY.</h1>

3.0 Introduction

This chapter represents the methods that were employed when carrying out the study .this section includes the research design ,area of study ,study population ,sample size ,sampling techniques ,data collection methods ,data collection instrument ,measurement of variables ,analysis and presentation ,ethical issues and study limitation.

3.1 Research design

The researcher used a case study design. This is because it gives a detailed examination of one setting or a signal subject depository of documents or one particular event (amin 2005). This study employed both qualitative and quantitative approaches to collect data. The researcher also used a descriptive research design this is because it involves picking reprehensive samples of the population at a cross section of the population of the area over a short period of time. The qualitative method focused on collecting descriptive information especially from those public relations officers in companies and while quantitative method focused on internal statistics with the view of developing tables and graphs.

3.2 Area of the study.

The study was conducted in mukwano group of companies found in makindye, Kampala district.

3.3 Study population.

This comprised of workers, working and management of mukwano group of companies, the researcher also used the krejcie and Morgan (1970) to determine the total population of 80 respondents .According to observation, there are many employees who work for mukwano group of companies and therefore a few were selected using random sampling that comprised

of the population of the study and there was an attempt to collect data from all these respondents.

On the other hand, data was to be collected from management of mukwano group of companies.

3.4 Sampling procedures.

3.4.1 Sample size.

The study targeted a population of 100 employees in mukwano group of companies. The sample size of 80 is appropriate since it falls within the krejcie and Morgan(1970) sampling model. Sekaran, 2000, sampling techniques was used to identify elements.

3.4.2. Sampling techniques.

The sampling techniques are processes for selecting suitable or representative part of population for the purpose of determining characteristics of the whole population. The selection population is homogeneous and the researcher used purposive sampling and stratified random sampling to choose specific respondents basing on their familiarity with the subject and their ability to give information.

3.5 Data collection methods and instruments.

3.5.1 Data source

The primary data were obtained through field survey as well as secondary data through tabulation, interpretation diagrammatic representation. These were supplemented by the statistical records and collections from the concerned departments.

3.5.2 Data collection instruments

3.5.2.1 Questionnaires.

Questionnaire is are formulated written set of questions to which respondents records their answers, usually within closely defined alternatives. These questions were in line with the study objectives .The researcher chose the questioner because the study was descriptive in nature and it was easy to collect data, time saving and cost effective.

3.5.2.2 Interview guides.

An interview is a dialogue between an interviewer and interviewee and an organized conservation aimed at gathering data about a particular topic (Amin,2005).The researcher interviewed using pre-designed interview guide schedule (both close and opened ended questions) to collect data from key informants who were top managers and workers in mukwano group of companies.

3.5.2.3 Observation method

The researcher used observation method to note the way different practices of public relations in mukwano group of companies. The researcher used observation method because through observation she was able to draw conclusions since not all was said on the questionnaires.

3.6 Quality control methods quality.

3.6.1 Validity

The validity of this study will be concerned with the extent to which data collection instruments accurately measure what they intend to. Validity refers to the appropriateness of the best instrument in collecting the data that is supposed to be collected. (Amin, 2005).

Validity was measured by both content and a face validity. Face validity is a property of a test intended to measure same thing it is the validity of a test of value.

Content validity measures the extent to which the content of the instrument corresponds to the content of the theoretical frame work of the study (Amin 2005). Here the expert view was obtained by talking to experts both academicians and practioners in the field.

3.6.2 Reliability

Reliability refers to its consistency in measuring whatever it is intended to measure (Amin 2005). The researcher ensured that the instruction minimized errors and hence increased the reliability of the data collected.

3.7 Data analysis and presentation.

3.7.1 Quantitative data.

The researcher collected data, coded it and classified them into categories; the data was edited and entered into data editor for statistical package for social scientists (spss) software for analyzing to the objectives of the study using tables, graphs and figures.

3.7.2 Qualitative data

Qualitative data was provided in to a manageable form and a narrative constructed around it (Amin 2005) .Qualitative data was obtained by way an interview guide and these were to reinforce information gathered using the questionnaire to draw meaningful conclusions. Examples were used in the narrative in order to review trends and compare the respondent's opinion of issues being discussed.

3.8 Researcher ethical considerations.

When carrying out research the following considerations have been followed.

i. Voluntary informed consent will be south from the respondents in order for them to grant the opportunity to participate in the research

ii. Confidentiality of the respondents will be respected and respondents will be informed that all the information will be used strictly for academic purposes.

iii. Every attempt will be made to ensure that the respondents are requested to participate in the research in an environment that is conducive for them.

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 INTRODUCTION

This chapter presents the analysis and discussion of the findings of the study. The study is aimed at exploring the effect of public relations practices on sales performance of mukwano group of companies. The focus is to examine the effect of reputation management on sales performance of manufacturing companies, to find out the role of internal communication on sales performance of manufacturing companies, and to determine the effect of community relations on sales performance of manufacturing companies.

4.1.0 BACKGROUND INFORMATION

4.1.1. Gender category of respondents

Frequency tabulation was used by the researcher to present the gender distribution of the respondents. This is as shown in the table below.

TABLE 1showing the gender of respondents

Respondent's gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	24	40.0	40.0	40.0
	Female	36	60.0	60.0	100.0
	Total	60	100.0	100.0	

Source: Primary Data

From the table above, it was found out that majority of respondents who provided information was male 40% whereas 60% were female respondents. According to the table, more women are employed in mukwano group of companies.

4.1.2 Age of respondents

Frequency tabulation was used by the researcher to present the age group of respondent. This is shown in the table 4.2 below

Table 2: showing the age group of respondents.

Age group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25yrs	13	21.7	21.7	21.7
	26-35yrs	29	48.3	48.3	70.0
	36-49yrs	16	26.7	26.7	96.7
	50yrs and above	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

Source: Primary data

From the results in the table above, 21.7%of the respondents were between 18-25 years, 48.3% were between 26-35 years, 26.7% were 36-49 years and 3.3% were 50 years and above. This implies that most employees of mukwano group of company youths who are very energetic to work hard.

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4.1.3 Education level

Frequency tabulation was used by the researcher to present the education level of the respondents. This is shown in the table below.

Table 3: showing education level

Level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	6	10.0	10.0	10.0
	Certificate	10	16.7	16.7	26.7
	Diploma	10	16.7	16.7	43.3
	Bachelor's degree	22	36.7	36.7	80.0
	post graduate degree	12	20.0	20.0	100.0
	Total	60	100.0	100.0	

Source: Primary data 2015

The table above shows that 10.0% of respondents had ended in secondary, 16.7% respondents were certificate holders, 16.7% were diploma holders, 36.7% got first degrees and 20.0% attained post graduate degree. The findings imply that most employees in mukwano are degree holders.

4.1.3 Longevity of the business

Frequency tabulation was used by the researcher to present the longevity of the business. This is shown in the table below.

Table 4: showing the longevity of the business

how long has the business existed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5yrs	3	5.0	5.0	5.0
	6-10yrs	1	1.7	1.7	6.7
	10-15yrs	1	1.7	1.7	8.3
	16-20yrs	12	20.0	20.0	28.3
	20yrs and above	43	71.7	71.7	100.0
	Total	60	100.0	100.0	

Source: primary data

A study by Bates and Nucci (1989) confirmed that the age and size of the firm had an impact upon survival. The older the firm, the more likely it was to remain in business and the larger the more likely it was to be successful. This is confirmed in the a above statement where the researcher found out that the company has been in existence for 20years and above.

4.1.4 Does your organisation measure sales performance in the following areas?

Frequency tabulation was used by the researcher to present how the company measures sales performance.

Table 5. **Showing does your company measure sales performance in the following areas**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	market share	18	30.0	30.0	30.0
	Profitability	22	36.7	36.7	66.7
	customer retention	20	33.3	33.3	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

According to the research carried out by the researcher, it states that the company measures sales performance through profitability having a percentage of 36.

4.1.5 Good governance and innovation helps manufacturing industries increase their sales performance.

Frequency tabulation was used by the researcher to present good governance and innovation helps manufacturing industries increase their sales performance.

Table 6. **Showing good governance and innovation helps manufacturing industries increase their sales performance**.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	29	48.3	48.3	48.3
	Agree	13	21.7	21.7	70.0
	not sure	6	10.0	10.0	80.0
	Disagree	5	8.3	8.3	88.3
	strongly disagree	7	11.7	11.7	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

48% of respondents agree with the above statement that good governance and innovation helps manufacturing industries to increase their sales performance. Good governance increases investors trust and willingness to pay more and render manager's actions costly and expropriation less likely. Good governance means that "more of the firm's profits would come back as interest or dividends. (Laporta et al 2002, p1147). A successful innovation capability builds upon the knowledge within the company to integrate new products or methods into the firm's existing production and marketing capabilities hence successful leveraging and managing new knowledge through innovation improves firm performance to the benefit of investors and consumers (Jackie krafft et al 2005).

Firms can increase profits by using innovation to proactively exploit change or create change. Here the firm identifies opportunities to exploit from. Through innovation, companies are able to change their state by creating higher quality or lower costs products. Hence resulting into better performance hence investors are able to invest more revenues thus increasing sales of the company.

4.1.6 Setting of ethical conducts and guidelines leads to increased sales performance.

Frequency tabulation was used by the researcher to present setting of ethical conducts and guidelines leads to increased sales performance. This is shown in the table below

Table7. **Showing setting of ethical conducts and guidelines leads to increased sales performance**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	18	30.0	30.0	30.0
	Agree	26	43.3	43.3	73.3
	not sure	9	15.0	15.0	88.3
	Disagree	6	10.0	10.0	98.3
	strongly disagree	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

Source : primary data 2015

As stated by Adam smith one of the moral philosophers, who stresses the need of businesses to implement ethics in their businesses. 43% of the employees of mukwano agree that there is need for companies to have set conducts and guidelines that employees have to follow in order to achieve organisation goals and objectives.

4.1.7 Management affects the sales performance of manufacturing industries

Frequency tabulation was used by the researcher to present management affects the sales performance of manufacturing industries. This is shown in the table below

Table8**. Showing management affects the sales performance of manufacturing industries**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	32	53.3	53.3	53.3
	Agree	13	21.7	21.7	75.0
	not sure	9	15.0	15.0	90.0
	Disagree	3	5.0	5.0	95.0
	strongly disagree	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

Source : primary data 2015

According to Mullins (2010) management is about copying with complexity. Its practices and procedures largely a response to one of the most significant development of the twenty first century. Without good management, complex enterprises tend to be come chaotic in ways

that threaten their very existence. Good management brings a degree of order and consistency to key dimensions like quality and profitability of products hence having a big impact on sales performance of the organisation. 53.3% of the respondents strongly agree to the above statement.

4.1.8 The more manufacturing industries focus on customer targets, the more sales.

Frequency tabulation was used by the researcher to the more manufacturing industries focus on customer targets, the more sales. This is shown in the table below

Table 9. **Showing the more manufacturing industries focus on customer targets, the more the sales**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	19	31.7	31.7	31.7
	Agree	18	30.0	30.0	61.7
	not sure	14	23.3	23.3	85.0
	Disagree	6	10.0	10.0	95.0
	strongly disagree	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

Source : primary data 2015

31.7% of respondents who strongly agree on the more manufacturing industries focus on customer targets, the more sales. They said that putting much focus on customers targets in

terms of producing products as per their specifications prompt creation of a relationship between the organisation and the customers hence increasing on the sales. 30.0% also agree with the statement.

4.1.9 Reliability of products to customers affects sales performance.

Frequency tabulation was used by the researcher to present reliability of products to customers' affects sales performance. This is shown in the table below

Table 10: **showing reliability of products to customers affects sales performance**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	13	21.7	21.7	21.7
	Agree	15	25.0	25.0	46.7
	not sure	12	20.0	20.0	66.7
	Disagree	13	21.7	21.7	88.3
	strongly disagree	7	11.7	11.7	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

Product reliability conveys the concept of dependability, successful cooperation or performance and the absence of failures. It is an external property of great interest to both manufacturer and consumers (Blanchard 2004). The more mukwano makes all their products readily available to their customer the more the sales of the company increases this is because

customers only depends on their products and in a long run leads to customer loyalty towards mukwano products. If the supply of a firm were according to expectations of customers, they would be satisfied. The amount of high and low satisfaction depends upon the level of supply that meets the level of expectation or fall above/below to that level (Gerpott, Rams &Schindler, 2001). Satisfaction of customer is used for indication of future possible revenue (Hauser, Simester & Wernerfelt, 1994).Customer satisfaction is the necessary foundation for the company to retain the existing customers (Guo, Xiao &Tang, 2009). The customers who are unsatisfied with the received services would not be expected to have long run relationships with the company (Lin & Wu, 2011).

4.2.0 Segmenting of customers increase sales performance.

Frequency tabulation was used by the researcher to present segmenting of customers increase sales performance. This is shown in the table below

Table 11. **Showing segmenting of customers increase sales performance.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	9	15.0	15.0	15.0
	Agree	23	38.3	38.3	53.3
	not sure	8	13.3	13.3	66.7
	Disagree	12	20.0	20.0	86.7
	strongly disagree	8	13.3	13.3	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

The highest percentage which was 38.3% of respondents agreed with the above statement saying that segmenting of customers increases sales performance. According to kolter and

Keller, (2005) a market segment is a market segment is a subgroup of people or organisations sharing one or more characteristics that cause them to have similar product and or service needs. Customer segmentation allows a company to target specific groups of customers effectively and allocate marketing resources to best effect. According to an article by griffin, segmentation focuses on identifying customer groups based on demographics and attributes such as attitude and psychological profiles.

4.2.1 Frequent communication of existing and new products by manufacturing industries creates awareness to customers.

Frequency tabulation was used by the researcher to present frequent communication of existing and new products by manufacturing industries create awareness to customers. This is shown in the table below

Table12. **Showing frequent communication of existing and new products by manufacturing industries creates awareness to customers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	22	36.7	36.7	36.7
	Agree	14	23.3	23.3	60.0
	not sure	16	26.7	26.7	86.7
	Disagree	5	8.3	8.3	95.0
	strongly disagree	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

36.7% agree that an organisation frequently communicate to their customers about the existence of new products it is in away creating awareness to customers about the different

products they deal in. This is true in the sense that frequent communication will enable products to be updated on what is going on in the industry that is the reason as to why mukwano often communicates to their customers using different platforms for example on their page says Mr. ssekitoleko Stephen. 26.7% of the respondents are not sure as to where the above statement creates awareness to customers.

4.2.2 Communicating through various channels about the industries goods retains and attracts new customers

Frequency tabulation was used by the researcher to present communicating through various channels about the industries goods retains and attracts new customers. This is shown in the table below

Table 13: **showing communicating through various channels about the industries goods retains and attracts new customers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	25	41.7	41.7	41.7
	Agree	12	20.0	20.0	61.7
	not sure	10	16.7	16.7	78.3
	Disagree	11	18.3	18.3	96.7
	strongly disagree	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

41.7 % of the respondents strongly agree that communication through various channels about the industries goods retains and attracts new customers. They explained that having various

channels of creating awareness for a product provides the organisation with a better position to retain and influence others to gain interest in their products since everyone will get the information on their different platforms.

4.2.3 Face to face communication about industries products brings about loyalty

Frequency tabulation was used by the researcher to present face to face communication about industries products brings about loyalty. This is shown in the table below

Table 14. **Showing face to face communication about industries products brings about loyalty**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	13	21.7	21.7	21.7
	Agree	14	23.3	23.3	45.0
	not sure	12	20.0	20.0	65.0
	Disagree	9	15.0	15.0	80.0
	strongly disagree	12	20.0	20.0	100.0
	Total	60	100.0	100.0	

Source : primary data 2015

23.3% of the employees in mukwano agree that face to face communication about industries products brings about customer loyalty. This communication is done by the internal body of the organisation. Customer loyalty has been defined early that .It is normally the willingness

of customer to maintain their relations with a particular firm or service/product. (Kim & Yoon, 2004). In reality loyalty should be explain as a customer commitment to do dealing with a particular firm, buying their products and services and referring it to colleagues (McIlroy & Barnett, 2000). By tradition, customer loyalty is divided into two components one is based on behaviour and the other is based on attitudes (Guillén, Nielsen, Scheike & Marín, 2011). Rauyruen and Miller (2007) also explain customer loyalty as a merged concept of behavioural loyalty (willingness of customer to repurchase from and continue relationships with the company) and attitudinal loyalty (emotional attachments and advocacy of customers toward the company). Customer loyalty is focal point for numerous business organizations (Vesel & Zabkar, 2009). The success of company sales are ensured by customer loyalty, which can be influenced by management action (Gerpott, Rams & Schindler, 2001). In emerging business competitions the loyalty of customers had shown as a main feature in getting continue competitive advantage (Lin & Wang, 2006). Customer respect oriented business organization will attract and develop loyal customers (Chang & Chen, 2007)

4.2.4 Allowing customers to be share members or have ownership rights affects sales performance

Frequency tabulation was used by the researcher to present allowing customers to be share members or have ownership rights affects sales performance. This is shown in the table below.

Table 15. **Showing allowing customers to be share members or have ownership rights affect sales performance**

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid					
	strongly agree	15	25.0	25.0	25.0
	Agree	15	25.0	25.0	50.0
	not sure	11	18.3	18.3	68.3
	Disagree	15	25.0	25.0	93.3
	strongly disagree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

Source : primary data 2015

15% of respondents strongly agree that allowing customers to be share members or have ownership rights affects sales performance. They said that the more business organisations take part in introducing customers to get on the board of the company, there are higher chances of the customers to feel obligated to the organisation and therefore will find ways possible to increase revenues to the organisation from which at the end of the day they will also participate in the profit sharing. While 15% of the respondents disagreed saying that some customers come with the intention of destroying the image of the company.

4.2.5 Financially stable industry has an increasing sales performance.

Frequency tabulation was used by the researcher to present financially stable industry have an increasing sales performance. This is shown in the table below.

Table 16. **Showing financially stable industry has an increasing sales performance**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	11	18.3	18.3	18.3
Agree	25	41.7	41.7	60.0
not sure	16	26.7	26.7	86.7
Disagree	5	8.3	8.3	95.0
strongly disagree	3	5.0	5.0	100.0
Total	60	100.0	100.0	

Source: primary data 2015

41.7% agree with the statement, 26.7% of the respondents are not sure with financially stable industries having increased sales performance. Firms that are financially stable are able to venture in any area of business in order to increase on its levels of sales by producing variety of products.

4.2.6. Industries that are rarely affected by risks always have high sales performance

Frequency tabulation was used by the researcher to present Industries that are rarely affected by risks always have high sales performance. This is shown in the table below.

Table 17: **showing Industries that are rarely affected by risks always have high sales performance**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	10	16.7	16.7	16.7
	Agree	13	21.7	21.7	38.3
	not sure	21	35.0	35.0	73.3
	Disagree	13	21.7	21.7	95.0
	strongly disagree	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

Source : primary data 2015

The highest percentage of respondents had no comment to make as per the statement above. Probably it was because they don't take part financial activities of the organisations. 35.0% were not sure, and 21.7% disagreed and agreed respectively.

4.2.7. Increased sales results from a big market share.

Frequency tabulation was used by the researcher to present increased sales results from a big market share**.** This is shown in the table below.

Table 18: **showing Increased sales results from a big market share**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	13	21.7	21.7	21.7
	Agree	22	36.7	36.7	58.3
	not sure	14	23.3	23.3	81.7
	Disagree	8	13.3	13.3	95.0
	strongly disagree	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

36.7% of respondents agreed with the statement that increased sales results from a big market share. This is so because the larger the market a company has the more the sales obtained and the smaller the market of a company, the lesser the sales obtained. 23.3% of the respondents had no comment to give.

4.2.8. Offering educational programs to communities leads to increased sales.

Frequency tabulation was used by the researcher to present offering educational programs to communities' leads to increased sales. This is shown in the table below.

Table 19. **Offering educational programs to communities leads to increased sales**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	27	45.0	45.0	45.0
	Agree	21	35.0	35.0	80.0
	not sure	6	10.0	10.0	90.0
	Disagree	3	5.0	5.0	95.0
	strongly disagree	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

Organisations that offer educations programs to their employee and sometimes to people around the community are highly influential and considered to be the one that people can always look up to and in most cases the community mostly transact businesses with such people. 45.0% strongly agree while 35.0%, 10%, 5.0%, 5.0% agreed, not sure, disagree, and strongly disagree respectively.

4.2.9. Employment opportunities provided by the company to community leads to increased sales

Frequency tabulation was used by the researcher to present employment opportunities provided by the company to community leads to increased sales. This is shown in the table below

Table 20. **Employment opportunities provided by the company to community leads to increased sales**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	29	48.3	48.3	48.3
	Agree	16	26.7	26.7	75.0
	not sure	5	8.3	8.3	83.3
	Disagree	8	13.3	13.3	96.7
	strongly disagree	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

According to the findings 48% of the employees strongly agree with the statement that employment opportunities provided by the company to community leads to increased sales. This is true in the sense that the people who consume mukwano products are the very employees of mukwano including their friends and families. The more the company employees the communities around it more the people will be attracted in the products of the company.

4.2.1.0 Sponsoring community activities ensures commitment between the customers and the manufacturing industry.

Frequency tabulation was used by the researcher to present sponsoring community activities ensures commitment between the customer and the manufacturing industry. This is shown in the table below

Table 21: **showing sponsoring community activities ensures commitment between the customers and the manufacturing industry**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	32	53.3	53.3	53.3
	Agree	12	20.0	20.0	73.3
	not sure	13	21.7	21.7	95.0
	Disagree	1	1.7	1.7	96.7
	strongly disagree	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

According to umsl (2001) managers handle special events such as sponsorships to have an opportunity to widely introduce the new products or services. The relationship-building activities, community programs and plans of action must be individually tailored to the company, based on an analysis of community issues and needs; a focus on the company's business goals; the company's unique products, services and core competencies; and the utilization of multiple resources, including money, people, products and services. This means

a commitment beyond lip service, one that is actually used as a compass to guide major business decisions.

4.3.0 Increased sales leads to high turnover.

Frequency tabulation was used by the researcher to present increased sales leads to high turnover.

Table **22 showing Increased sales leads to high turnover**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	21	35.0	35.0	35.0
	Agree	26	43.3	43.3	78.3
	not sure	9	15.0	15.0	93.3
	Disagree	3	5.0	5.0	98.3
	strongly disagree	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

Turnover refers to the amount of cash received after goods and services have been sold. High sales lead to high turnover "success in business is defined in terms of high turnover." The table shows the findings the researcher found out that the percentage of those who agreed with the statement are higher than the respondents who disagreed with the statement. 43% agree with the above statement. Mrs Nakanbanda victory in her interview mentioned that

mukwano   sometimes distribute their products from the industry straight to the last consumer and in so doing they are able to realise high turnover. Decrease safety stock. Safety stock represents excess inventory held to meet unexpected higher demand. Shorter lead times can help a company reduce safety stock held by the company.

4.3.1 Selling of quality products leads to high sales performance.

Frequency tabulation was used by the researcher to present selling of quality products leads to high sales performance

Table 23: showing selling of quality products leads to high sales performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	16	26.7	26.7	26.7
	Agree	28	46.7	46.7	73.3
	not sure	12	20.0	20.0	93.3
	Disagree	2	3.3	3.3	96.7
	strongly disagree	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

Source : primary data 2015

The customers who are unsatisfied with the received services and products would not be expected to have long run relationships with the company (Lin & Wu, 2011). Poor services can also cause to dissatisfaction. Like Inherently poor services or product or satisfactory level of services and products, which cannot achieve customer, expectation may be cause of dissatisfaction in customers (Rust & Zahorik, 1993). Variation in the quality and value of products and services provided to customer creates variation in customer satisfaction and that create variation in customer loyalty (Auh & Johnson, 2005). This was seen with 46.7 % of the respondents agreeing with the statement.

4.3.2 Price fluctuations on raw materials to be manufactured has great impact on sales performance.

Frequency tabulation was used by the researcher to present price fluctuations on raw materials to be manufactured has great impact on sales performance.

Table 24: showing price fluctuations on raw materials to be manufactured has great impact on sales performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	31	51.7	51.7	51.7
	Agree	13	21.7	21.7	73.3
	not sure	7	11.7	11.7	85.0
	Disagree	6	10.0	10.0	95.0
	strongly disagree	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

Source : primary data 2015

A research conducted in mukwano group of companies suggested that 51.7% strongly agree with the statement above. In most cases the price of raw materials tend to go high during price fluctuation and this increases on the amount of many to be used for the purchase of the raw materials thus incurring the industry more expenses hence reducing on the sales of the organisation.

4.3.3. Selling of quality goods attracts new customers and old ones are retained leading to increased sales.

Frequency tabulation was used by the researcher to present selling of quality goods attracts new customers and old ones are retained leading to increased sales.

Table 25: showing selling of quality goods attracts new customers and old ones are retained leading to increased sales.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	25	41.7	41.7	41.7
	Agree	13	21.7	21.7	63.3
	not sure	12	20.0	20.0	83.3
	Disagree	6	10.0	10.0	93.3
	strongly disagree	4	6.7	6.7	100.0
	Total	60	100.0	100.0	

Source : primary data 2015

According to zetlin (1994) companies feel that having a good product is most important, however other means of achieving success include a commitment to quality and customers. Quality is worthiness of a product or service and customers really treasure this factor. This was concluded in the interview the researcher had with the respondents where 41.7% of them strongly agreed with the statement and 20.0% of the respondents had no comment to the statement.

4.3.4 **Advertising of the company's products attracts more customers.**

Frequency tabulation was used by the researcher to present advertising of the company's products attracts more customers.

Table 26: showing advertising of the company's products attracts more customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	18	30.0	30.0	30.0
	Agree	23	38.3	38.3	68.3
	not sure	10	16.7	16.7	85.0
	Disagree	8	13.3	13.3	98.3
	strongly disagree	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

Source : primary data 2015

38.3% of the respondents agree that advertising of the company's products attracts more customers. They said that companies that engage in advertisement are sure of constant flow of customers both new and old. 16.7% of the respondents had no comment because they were not completely sure of what was stated. 30.0% of the respondents strongly agreed to the statement above. Amber and colleagues (2002) argue that brand advertising may increase the value of existing customer as well.

4.3.5 Following the ethics governing manufacturing industries leads to production of quality products hence high sales performance.

Frequency tabulation was used by the researcher to present following ethics governing manufacturing industries leads to production of quality products hence high sales performance.

Table 27: **showing following the ethics governing manufacturing industries leads to production of quality products hence high sales performance**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	20	33.3	33.3	33.3
	Agree	21	35.0	35.0	68.3
	not sure	8	13.3	13.3	81.7
	Disagree	5	8.3	8.3	90.0
	strongly disagree	6	10.0	10.0	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

Companies that follow ethics in their firms are sure of attaining production of quality products. This is true because the organisation have to follow a given standard that has to be followed when manufacturing products hence bidding with the standards equals to quality production. 35% agree to the statement while 10% disagreed.

4.3.6 Satisfying all customer segments attracts new customers and old ones are retained.

Frequency tabulation was used by the researcher to present satisfying all customers segments attract new customers and old ones are retained. This is as shown in the table below.

Table 28: **showing satisfying all customer segments attracts new customers and old ones are retained**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	25	41.7	41.7	41.7
	Agree	16	26.7	26.7	68.3
	not sure	6	10.0	10.0	78.3
	Disagree	10	16.7	16.7	95.0
	strongly disagree	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

Source: primary data 2015

41.7 % of the respondents strongly agree that satisfying all customer segments attracts new customers and old ones are retained. It attracts new customers in a way that it was able to identify the new opportunities was ready to be served.

Observation, the researcher was able to identify the different public relations activities which include donations which were made to kasese flood victims and this was in kind of food and household items, campaigns has partnered with community health and information network in a hand washing campaign to prevent common infections. This is seen in the advert of Mr. Meditex kabode.

During an interview with Mr. Ssemanda Christopher, an employee in the public relations office said that "Finding relevant contacts and sources is quiet easy now-a-days with the help of social media and Internet. We use media houses to gather information on anything they need to know."

He also mentioned that "there are skills they use in responding to their clients and these include, being a great listener, having good communication skills, being calm and having patience, using positive language, being confident with what you are speak.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

5.0 Introduction

This chapter discusses the findings of the study, the conclusions and recommendations in relation to the study objectives. This discussion explains the findings of the study in support or in contrast to the literature after which conclusions and recommendations are drawn.

5.1 Reputation management and sales performance of manufacturing companies.

Ideas regarding reputation monitoring and management have not been applied directly to marketing activities, including the sales organization structure decision. Yet, a firm's sales force is the face of the company to what is arguably its most important group of constituents: its customers.

The company's survival and prosperity depends on customers' reactions to its product offering, a reaction heavily dependent on the competence of the firm's sales force.

Reputation management activities, as well as hot alerts from transactional satisfaction studies, provide valuable input for taking action to repair individual relationships and address service failures. However, these identified issues occur among a small percentage of customers and are reactive in nature. Also, for the most part the action is service recovery. With a proper customer journey program, companies can engage with customers proactively, and identify both risks and opportunities throughout the journey that, when addressed, will strengthen individual customer relationships.

Reputation management is an important component of a robust customer experience measurement and management program. Ideally, its results should be integrated with results from transactional customer satisfaction studies, as well as a customer journey program, to address the needs of customers, service and delivery channels, and company management.

5.3 Internal communication and sales performance of manufacturing companies.

Communication plays an important role in the process of directing and controlling the people in the organisation. There should be effective communication between the superiors and subordinates in the organisation between organisations and the society at large, between management and trade unions etc. Communication is essential for the success and growth of an organisation therefore communication gaps should be allowed to occur in an organisation.

5.4 Community relations and sales performance of manufacturing companies.

The relationship-building activities, community programs and plans of action must be individually tailored to the company, based on an analysis of community issues and needs; a focus on the company's business goals; the company's unique products, services and core competencies; and the utilization of multiple resources, including money, people, products and services.

The vision statement and the neighbour-of-choice strategy must become an integral part of the company's culture. This means a commitment beyond lip service, one that is actually used as a compass to guide major business decisions.

 The company must develop a structure that allows for the implementation of the strategy, including giving departmental status to community relations and providing ways to involve of a cross section of managers in the plan.

 The company must allocate human and financial resources, including naming a senior-level community relations director, to implement the neighbour-of-choice strategy.

The development and execution of the strategy must become the responsibility of the entire management team, not just the community relations staff.

The company must establish policies and procedures for implementing the strategy. Volunteerism must be rewarded in some way, for example, to acknowledge employee involvement.

Training and development activities must be established to make sure the policies are regularly and effectively carried out.

Regular evaluations and internal audits must be instituted in order to monitor the strategy and its consistent progress.

Perhaps most important, a company's reputation in the community strongly affects employee loyalty.

5.5 Conclusions

The study revealed that 51.7% strongly agree with the statement above. In most cases the price of raw materials tend to go high during price fluctuation and this increases on the amount of money to be used for the purchase of the raw materials thus incurring the industry more expenses hence reducing on the sales of the organisation.

The findings also showed that mukwano group of companies employees majority are women with percentage of 60%.

The findings also revealed that 38.3% of the respondents agree that advertising of the company's products attracts more customers. They said that companies that engage in advertisement are sure of constant flow of customers both new and old. 16.7% of the respondents had no comment because they were not completely sure of what was stated.

It was also revealed that there is a strong relationship between management practices and sales performance of manufacturing industries. Managers practice planning , organising, leading and monitoring of the work in the organisation so as to achieve the goals and where

objectives that they set and the performance of the business in terms of market share, profitability, customer retention.

5.6 Recommendations.

There are a few manufacturing companies running in the country and yet most people consume manufactured products thus there is need for the government to encourage both the foreign and local investors to venture in the sector in order to better the livelihood of the people.

Most of the people in Uganda prefer consuming products manufactured and imported into the country leaving the locally manufactured products to waste. The government of Uganda should put strict laws and levy heavy taxes on goods that are entering the country and yet they are also produced within the country.

The government should also subsidise on the policies of taxes in order to encourage more investors to invest in the manufacturing sector.

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Appendices

Interview guide questions

What do you know about the PR activities of your organization?

How would your organisation find relevant contacts and sources of your customers?

What skills do you have that would help you in responding to a client's message?

How would you balance advocacy and objectivity?

What are some of the growing trends in the public relations industry?

What does it take to be a public relations specialist?

QUESTIONAIRE:

Dear respondent,

Iam AVUR DAISY ONOBA a student of Uganda martyrs university pursuing a Bachelors Degree in Business Administration and Management. You are kindly requested to provide your response by filling in or ticking the questionnaire as honestly as you possible as in relation to carry out a study on the effect of public relations on sales performance. The information obtained will be used for academic purposes and will be treated with ultimate confidentiality.

SECTION A:

BIO-DATA

Please tick in the appropriate box for the questions below

1. Gender ☐ male ☐ female ☐

2. Age group

18-25 ☐ 26-35 ☐ 36-49 ☐ 50 and above ☐

3. Level of education.

Secondary	certificate	Diploma	Bachelors degree	Postgraduate degree

Your position in the company.

owner	Employee

Is the company registered?

No	Partially registered	registered

What is the nature of the company?..

How long has the business been in existence?

1- 5 years   6 – 10 years   10 – 15 years   16 – 20 years 20 – above.

Does your company measure sales performance in the following areas?

Market share	
Profitability	
Customer retention	

SECTION B

Using scale 1 – 5 please indicate your level of agreement or disagreement of the following statements. Please tick the appropriate box that describes your option.

1 = strongly agree.   2 = agree.   3 = not sure   4 = disagree   5 = strongly disagree.

Reputation management	1	2	3	4	5
1. Good governance and innovation helps manufacturing industries increase their sales performance.					
2. Setting of ethical conducts and guidelines leads to increased sales performance.					
3. Management affects the sales performance of manufacturing industries.					
4. The more manufacturing industries focus on customer targets, the more the sales.					
5. Reliability of products to customer affect sales performance					
Internal Communication.					
1.Segmenting of customers increase sales performance					
2. Accurate conveying of advertisements to customers affects sales performance.					
3. Frequent communication of existing and new products by manufacturing industries creates awareness to customers.					
4. Communicating through various channels about the industries goods retains and attract new customers.					

5. Face to face communication about industries products brings about loyalty.					
Market share.					
1. Allowing customers to be share members or have ownership rights affect sales performance.					
2. A financially stable industry has an increased sales performance.					
3. Industries that are rarely affected by risks always have high sales performance.					
4. Increased sales results from a big market share.					
Community relation					
1. Offering educational programs to communities leads to increased sales.					
2. Employment opportunities provided by the company to community leads to increased sales.					

3.Sponsoring community activities ensures commitment between the customers and the manufacturing industry					
Profitability.					
1. Increased sales leads to high turnover.					
2. Selling of quality products leads to high sales performance.					
3. Price fluctuation on raw materials to be manufactured has great impact on sales performance.					
Customer retention.					
1. Selling of quality goods attracts new customers and old ones are retained leading to increased sales.					
2. Advertising of the company's products attracts more customers.					
3. Following the ethics governing manufacturing industries leads to production of quality products hence high sales performance.					

4. Satisfying all customers segments attracts new customers and old ones are retained.					