

**PROMOTIONAL STRATEGIES AND SALES PERFORMANCE OF BEVERAGE  
COMPANIES IN UGANDA**

**CASE STUDY: CROWN BEVERAGES LIMITED**



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**Submitted By**

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## **Dedication**

I dedicate my research to my mother Mrs. Lwanga Janet who has supported me throughout my academic endeavors and ensured she provided all the necessities for carrying out the research. I am so grateful. God bless you.

## **Acknowledgement**

I thank God for all His wisdom granted to me during the process of this study and for having made me get this qualification.

I want to thank my supervisor Kibrai Moses for his guidance and valuable attention given to me throughout the research.

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## **List of Abbreviations**

<b>CBL</b>	Crown Beverages Limited
<b>CRM</b>	Customer Relationship Management
<b>DVDs</b>	Disk Video Deck
<b>HP</b>	Hewlett Packard
<b>Ltd</b>	Limited
<b>PR</b>	Public Relations

## **Abstract**

The study examines the role of promotion strategies and sales performance of beverages companies in Uganda.

The objectives of the study of the study are: To establish the relationship between public relations and sales performance, to establish the relationship between advertising and sales performance, and to determine the relationship between personal selling and employee performance.

The study used a case study design and also adopted majorly quantitative approach for the study. The sample size was determined by the Krejcie and Moegan (1970) table which obtained a sample size of 44 respondents and closed ended questionnaires were used to collect data.

The findings show that there is a relationship between Public relations and sales performance due to increasing return on investment to the company, this allows the management staff to evaluate advertising and promotion strategies. The findings also reveal that advertising influences the sales performance of organizations in a number of ways which include; strengthening the brand image of the company's products, facilitating differentiation of the company's products from other companies in the industry, creating product demand among different customers. Further, personal selling has created a good relationship with the customers, it is an effective tool to customer education and approach in creating customer awareness. In conclusion, promotional strategies contribute greatly to the sales performance of beverage organizations.

This is evidenced through public relations and also personal selling which which are seen to improve sales performance of the organization. The study recommends that the management of the organization should open more distribution and sales points as well as appointing sales agents to all districts of the country to create awareness of the product so as establish a wide customer base and market share. The management should also focus on advertising thereby inject more of its resources because it plays a big role with making products well known to the market and thereby increases the customer base.



## **CHAPTER ONE**

### **GENERAL INTRODUCTION**

#### **1.0 Introduction**

Promotion has been regarded as one of the key factors in the marketing mix and has a key role in market success and it is used to ensure that customers are aware of the products that the organization is offering. The promotional mix is the combination of the different channels that can be used to communicate the promotional message to the customers and the channels that are normally used include advertising, direct marketing, public relations and publicity, personal selling, sponsorship and sales promotion (Shams, 2005).

According to (Alvarez and Casielles, 2005), sales promotion activities should be done frequently, when the customers do not expect it and if the customers are aware when the sales promotion activity will be headed, then the results will not be as successful. This chapter therefore discusses the background of the study, statement of the problem, major objective, specific objectives, research questions, scope of the study, significance of the study, justification, definition of key terms and conceptual framework.

#### **1.1 Background to the Study**

The ultimate objective of every business is to increase the sale of goods that it deals in. Several methods can be adopted for the achievement of this goal; some direct while others indirect (Zarbi, 2010). Sales promotion is one of them. Sales promotion is referred to as diverse collection of incentive tools, mostly, short term designed to stimulate quicker and/or greater purchase of particular products/services by consumers (Baldauf, Cravens and Binder, 2008). Overall, Sales promotion has

become a valuable tool for the marketers and importance of it has been increasing rapidly over the past few years. Sales promotions expenditure, in India, by different marketing companies is projected to be Rs 5,000 crores and focus on activities of sales promotion by the industry of Indian has increased by the figure of 500 to 600% during the last 3 to 5 years (Economic Times, June 15, 2003). In year of 2001, there were as many as 2,050 schemes of promotion of amount Rs 80,000 crores in the FMCG Industry.

Previous studies on the effect of sales promotion dimensions on sale volume are inconclusive. Most researchers agreed that sales promotion dimensions have no significant effect on sales volume. While some research believed that sales promotion dimensions have positive effect on sales volume, the findings of (Baldauf, Cravens and Binder, 2008) confirmed that there is positive significant relationship between sales promotion dimensions and sales volume of the beverage industry. (Oyedapo et al, 2012) conducted a research on the impact of sales promotion on organization effectiveness in Ghana manufacturing industry and their findings revealed that the adoption of sales promotion dimensions significantly influence the effectiveness of beverage drink industry.

The importance of sales promotion has increased since the 1960's and also the sophistication of methods used (Okoli, 2011). Sales promotion is sometimes considered as an activity of less importance but companies increasingly realize the importance of having a well-planned and structured program for sales promotion. All businesses need to communicate to the customer what they have to offer

In the manufacturing industry in Ibadan, South Western Nigeria, Sales promotion has become an effective marketing tool that assists the industries to work stronger in a

global competitive environment. (Oyedapo et al, 2012) identified sales promotions a key ingredient in marketing campaigns which assist manufacturing industries to achieve their objectives. The main aim of any organization is to maximize profit, have largest market shares and to become leader in a market competitive environment. (Okoli, 2011) confirmed that the essence offsetting up a business organization is to make profit and pointed out that Sales promotion simply exists to have a direct impact on the behaviour of the firm's customers. (Zarbi, 2010) in his research finding said that sales promotion plays a significant effect on sales volume which help in achieving the organizational objectives.

There various marketing strategies,the great thing about this is that there is no one way to achieve success. This means business owners can create a marketing plan that they are more comfortable with and take advantage of marketing methods that are best for their company. A marketing strategy is the foundation and key element to achieving success. This is all possible because marketing saves time and helps business owners to define their product and let potential consumers know they exist. Feel free to take a look at the attached mind map to see how marketing strategies can be beneficial to all companies (Oyedapo et al, 2012)

In Uganda, various organisation and companies for example supermarkets, Mukwano group of companies, Oscar industries, Shoprite, Crown Beverage Company and others have adopted the use of Sales promotion as a key ingredient in marketing campaigns due to the need to promote a product, service and different ideas. On this instance, business operators have endeavoured to develop marketing program that will not only reinforce customer's commitment but also encourage repeat purchases (Okoli, 2011). A part of the functions considered in sales promotion is not only to reinforce

commitment of consumers but to encourage repeat purchase. Sales promotion has become an integral part of the marketing strategy for reaching the target market and it is the responsibility of marketing managers to combine elements of promotional strategies, which is promotional mix into coordinated plans. Sales promotion efforts have been directed at final consumers and designed to motivate, persuade, and remind them of the goods and receives that are offered.

Due to the emphasis on sales promotion, various effects on various aspects of consumer's purchase decisions have been anticipated and therefore the researcher takes an initiative to assess promotional strategies and sales performance of beverage organizations.

## **1.2 Statement of the Problem**

Organizations such as Crown Beverages limited produce several products, Instead of just producing quality products, pricing it appealingly and making it accessible to potential consumers, they need to market them strategically. They need to adopt promotional mix strategies in order to attract and retain customer hence long term relationships and performance, growth and productivity (Shams, 2010). However, the adoption of promotional strategies is becoming more complicated as competition of brewing industry continues to change worldwide (Winer, Russell 2012). The organizations are still facing poor performance in terms of the number of customers, increasing competition among existing products as well as new entrants on the market thus eventually leading to reduced sales revenues which could be linked to poor adoption and use of the promotional strategies. It is for this reason that the researcher was prompted to establish promotional strategies and how they influence sales performance of beverage companies.



### **1.3 Objectives of the study**

#### **1.3.1 Major objective**

To assess the role of promotion strategies on sales performance of Crown Beverages Limited (CBL)

#### **1.3.2 Specific Objectives**

- i. To establish the role of Public relations on sales Performance at CBL
- ii. To establish the role of Advertising on sales Performance at CBL
- iii. To establish the role of Personal Selling on sales Performance at CBL

### **1.4 Research Questions**

- i. What is the role of Public relations on sales Performance at CBL?
- ii. What is the role of Advertising on sales Performance at CBL?
- iii. What is the role of personal selling on sales Performance at CBL?

### **1.5 Scope of the study**

#### **1.5.1 Geographical scope**

The study was conducted from Crown Beverages Limited located on Plot M214 Jinja Road Nakawa Industrial Area, Kampala, Uganda. Crown Beverages Limited is a blue chip beverage company manufacturing premium carbonated soft drinks including; Pepsi, Mirinda, Mountain Dew, 7Up and Evervees,

#### **1.5.2 Content scope**

The study mainly focused on the dimensions of promotional strategies and how they affect sales performance. The study was confined to how Public relations, advertising and personal selling affect the sales Performance at CBL.

### **1.5.3 Time scope**

The study scope focused on the time period of five years between 2010 and 2014.

This duration was chosen because it is the most effective and convenient time to find valid information.

### **1.6 Significance of the study**

The study was used by other organizations to implement the most effective promotional tool that could easily change the consumer purchase behaviour.

The study was to act as reference material for other scholars who may wish to carry out a study in the same field.

The study was used by the company stake holders to identify other alternative methods of carrying out sales promotion that is a promotion strategy that does not cost highly

The study was to assist the organization management to improve their managerial capabilities and remove all loop holes that have retarded the positive impact of promotion programs that have been initiated.

### **1.7 Justification of the Study**

Previous researches have conducted a study on sales promotions and have come up with different opinions about the significance of sales promotion. Winer, Russell (2012), is of the opinion that sales promotion emerged as a reaction by manufacturers marketers, and marketing strategies alike to find a short term solution to the problems of excess stock of goods which are available in variable manufacturer's warehouses but are not demanded by consumers and organization.

(Oyedapo et al, (2012), states that sales promotion is a direct inducement that offers an extra value or incentive for the product to the sales force, distributors or the

ultimate consumer with the primary objective of creating an immediate sale. The extent to which promotion has affected sales volume has however been left out by most researchers and thus this study was justified in the sense that it highlighted promotional strategies and sales performance of beverage organizations using Crown Beverages Limited as a case study.

## **1.8 Definition of Key Terms**

### **Sales Promotion**

Sales promotion refers to any incentive used by manufacturer to induce the trade (wholesalers, retailers, or other channel members) and consumers to buy a brand and to encourage the sales force to aggressively sell it (Winer, Russell 2012).

### **Sales performance**

Sales performance is defined as the amount a company derives from sales compared to a previous, corresponding period of time in which the latter sales exceed the former. For example, a company has experienced sales growth when its sales were \$1 million in Q1 2009 and are \$1.2 million in Q1 2010. Sales growth is considered positive for a company's survival and profitability.

### **Promotional strategies**

Promotional strategies deals with how to finding the appropriate market for a product or service and utilising all aspects of the promotion such as advertising and discounts used to promote the product or service to a particular market.

## **Advertising**

Advertising is the non personal communication usually paid for and usually persuasive in nature about products, services or ideas by identified sponsors through the various media.

## **Personal selling**

This can be defined as a strategy that sells people use to convince customers to purchase a product. The sales person uses a personalized approach, tailored to meet the individual needs of the customer to demonstrate the ways that the product will benefit him.

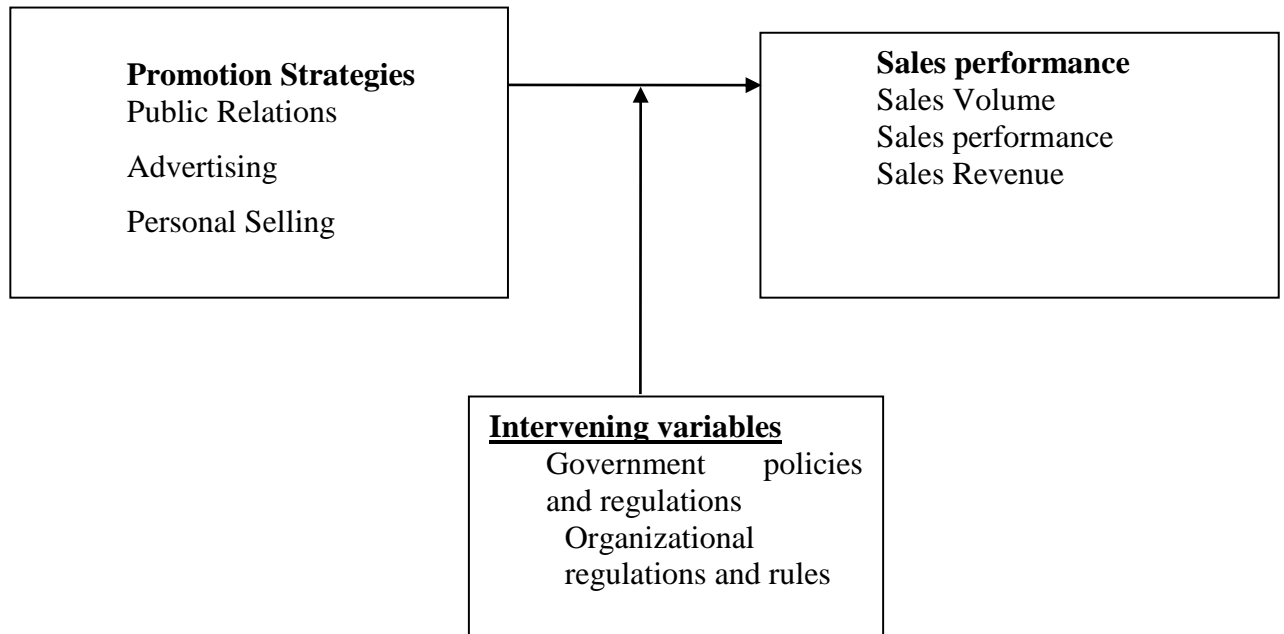
## **1.9 Conceptual Framework**

The framework suggests that the sales of an organisation were influenced by the promotional tools. Sales increase within an organization is significant because it is the key indicators of the achievement of their goals and objectives. Promotion is significant through the identification of its dimensions that include public Relations, Advertising and personal selling which have a significant effect on sales performance within an organization. In this study, it is assumed that promotion has a big role in improving the sales of an organization. This conceptual framework was developed based on (Hosseini, and Abolfazli, 2007). However, the relationship was affected with intervening variables which were government policies and regulations and organizational regulations and rules.

**Figure 1.1: Conceptual Framework**

**Independent Variable**

**Dependent Variable**



*Source: Adopted and developed from review of literature (Hosseini, and Abolfazli, 2007)*

### **1.10 Conclusion**

In conclusion, the promotional dimensions (Public Relations, Advertising and personal Selling) are linked to sales increase in an organization. This is because these dimensions enhance strategies that can help the organization to improve the Market share and sales revenue of the organization. Therefore this study continues to assess the promotional strategies and sales performance of beverage organization.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter presents the review of related literature on promotional strategies and sales performance of beverage companies. It focuses on the information that relate with the topic as cited from different texts in books, journals and reports. The literature was presented based on the following objectives; role of public relations on sales performance; role of advertising on sales performance, role of personal selling on sales performance

#### 2.1 Promotional Strategies

Promotional strategies are referred to as the choice of a target market and formulation of the most appropriate promotion mix to influence it. It involves raising customer awareness of a product or brand, generating sales, and creating brand loyalty. It is one of the four basic elements of the market mix, which includes the four P's: price, product, promotion, and place also defined as one of five pieces in the promotional mix or promotional plan. These are personal selling, advertising, sales promotion, direct marketing, and publicity (Lindsay, Marsha. 2011). A promotional mix specifies how much attention to pay to each of the five factors, and how much money to budget for each.

(Lagazian, 2011) provides one promotional strategy objective being dispensing product information. Small companies often distribute brochures, catalogs, sales letters, videos and other information to market their products. They also use in-store videos or instructions to demonstrate more complicated products such as computer

software, vehicles or educational courses, for example. Businesses also distribute promotional materials with their websites so people can view literature or online videos at their leisure. Consumers need information to assess various products and make purchase decisions. Advertisers use product information to educate consumers on various product features and benefits.

Some promotions are used to generate more customer traffic. For example, fast food restaurants often feature certain meals at reduced prices. These meals may be advertised in commercials to drive people into the fast food restaurants for lunch or dinner. Businesses may also reward regular customers with frequency card or loyalty programs. These promotions are designed to increase customer visits by rewarding them according to their expenditures. For example, a barber shop may offer customers a free haircut on the seventh visit. A company typically earns a large percentage of its sales from repeat business (Ishengoma, & Kappel, 2010)

(Hosseini, Abolfazli (2007) noted that small companies usually implement promotional strategies to increase brand awareness. Brand awareness is the percentage of people who recognize a brand from a specific company, according to marketing expert Dave Dolak. It is a metric that is relative to other competitive companies. In other words, companies strive to build brand awareness so their products are chosen over other brands. Brand awareness usually increases over time through repeat advertising and other key promotions.

Companies primarily promote their products to drive sales and profits. They may use product sales, coupons and "bogo" or buy-one/get one free offers to increase sales short-term. But they will need to emphasize product quality and customer service in their messages to increase long-term sales and profits. Businesses usually have

specific attributes or core competencies that set themselves apart from competitors. To be successful, the images marketers wish to portray must be commensurate with actual company operations (Hosseini, Abolfazli, 2007).

Financial institutions are realizing that their established promotion practices are inadequate for new market conditions as levels of customer defection in the sector grow. Traditionally, banks have tried to reach out to everyone in the community, but recent research proposes that banks should aim to identify and serve micro segments (Kirmani, & Wright .2009).

The role of promotion has been redefined into managing long-term relationship with carefully selected customers, including construction of learning relationship where the marketer maintains a dialogue with an individual customer ((Hosseini, Abolfazli, 2007).. Due to this fact, the personnel are one of the most important resources of a bank. In financial services, people are primarily bothered about security of their funds and default risks. After the year 1969, the deposits of banks increased more than 80 times as a result of the nationalization of banks.

(Cox, 2007) contends that financial service providers are not perceived highly trusted, so that they might have difficulty in selling risk-based products. The effort to promote banking business is quite a distinguished affair. At present, it has become very tricky due to the changing trends of the industry, increasing competition and efficiency of regulatory environment, and the financial system. .

## **2.2 Sales Performance**

Sales are the most strategically linked training function in all types of organizations. Sales training and enablement remains the top-budget priority for many organizations



with a large percentage of enterprise-wide learning and development budgets dedicated to product knowledge or general sales and channel training (Zarbi, 2010).

Most successful sales leaders know that generate top and bottom line growth, they need to do more than individual skill building. They must transform their sales organizations to make them more competitive, nimble, and customer-value focused. To accomplish this, they must look at training as a change management platform, a strategic tool for moving from the current state to a more profitable and sustainable future state (Zarbi,2010). When approached in this light, the leader's role is to ensure that training is implemented as part of a larger process that includes proven change management approaches, including: making senior executive sponsorship highly visible; deploying sales training in a cascading "top down" manner; communicating a strong "why change" message; providing extra support to first line managers to build their buy-in and coaching skills; ensuring alignment of organizational performance management systems with the effort; and implementing on-going communication of results and best practices to maintain momentum (Kim, 2010).

Recognizing that sales productivity is a continuous process is a fundamental change in perspective that enhances the ability of the sales training function to support the performance of individual sales professionals. Additionally, this creates agile sales organizations better able to respond to the continuous challenges of new and complex product information, a rapidly changing competitive marketplace, and high rates of employee turnover. Continuous learning focuses on reducing time-to-proficiency and training costs for new products and services by providing on-demand learning that is always available (Zarbi, 2010). Continuous learning environments and sales knowledge repositories also enhance competitive advantage by helping develop a

highly professional, responsive sales team that answers customers' questions quickly, accurately, and comprehensively.

Sales team productivity is that it has to be measured before it can be factored into sales force performance. Measuring sales team productivity based on revenue growth, actual sales vs. plan, average order, order frequency, close rates and so on seems to make sense. However, as an informative sales benchmark, none of those ways of measuring productivity are truly comparative measures. Instead, compare your own sales team to your competitors. In addition, benchmark internal productivity measures [cost per qualified lead, cost per sale, revenue per sale, and so on] to outsourced supplier results (Kim & Hyun, 2010)

Business today is moving at an increasingly rapid pace. The rise of inbound marketing means companies are becoming more focused on online tactics to generate leads. However, research has shown that the life span of an online lead can be quite short. Speed of response is key (Ishengoma and Kappel, 2010).

Companies that try to contact a lead within an hour of the initial query are seven times more likely to qualify the lead than those companies that waited even an hour longer. Companies that wait a full 24 hours before contacting the lead are 60 times less likely to qualify the lead than those who responded within the first hour (Kim, 2010).

Quick response time can boost the performance of sales team considerably. Chances are your company is making a considerable investment in marketing to build an online presence, and develop collateral to drum up leads. Ensure this investment pays off by responding to leads quickly and efficiently (Kim, 2010).

One way to take control of all of the sales performance factors is to choose a sales outsourcing partner. With over 90% of businesses reportedly using vendors for at least some of their sales functions, it's not as if sales force outsourcing is an unheard of concept. In fact, outsourced sales teams enable small and mid-sized businesses to compete with larger companies. Sales outsourcing allows companies to reduce costs without also choosing to cut revenue or watch their pipeline take a hit (Farquhar, and Peter. 2011)

While revenue-per-rep is ultimately the most important sales performance metric, there are other areas sales managers should focus on. Some managers fall into the trap of becoming too focused on quota and “making the number” that they lose track of some vital performance metrics. Managers can exercise a greater degree of control over sales performance and activity metrics. By focusing on these key areas within their control, sales managers can bring about an improvement in sales performance and grow revenue (Kirmani, Wright, .2009).

### **2.3 Public relations and sales Performance**

Public relations are a major mass promotion tool which consists of activities designed to build good relations with the company's various publics (Shams, 2010). Public Relations is used by companies to build good relations with customers, investors the media and the communities. Public relations can have a strong impact on public awareness relations at a much lower cost than other promotion tools. This is so because when using Public Relations a company doesn't pay for the space or time in the media, rather it pays for a staff to develop and circulate information and manage events.

Public relations are typically designed to build or maintain a favourable image for an organization with its various public customers, prospects, stake holders, the local community and the government (Ishengoma and Kappel, 2010). Only of recent have many organizations come to appreciate the value of good public relations. As the cost of promotions has gone up, firms are realizing that positive exposure through the media can produce a high return on the investment of time and effort (Shams, 2010). As companies have become more conscious of their overall image and more concerned with maintaining the appearance of good exposure citizenship, public relations has come to play an increasingly important role in managing these aspects.

Public relation and its managers supervise the relations of the organizations product or services in the targeted market. The managers are specialists related to the product and they handle the crisis management or the inquiries of the market. Usually, they use available communication such as media to maintain support for the organization's success (Ishengoma and Kappel, 2010). Moreover, they also communicate with the consumers, stockholder, and the general public. This promotes sales performance of the organization.

Part of public relations staff responsibilities is to evaluate the advertising and promotion before serving it hot right into the eyes and ears of the public. They also observe the social, economic, political and demographic trends which will have a great effect on their sales and on the performance of the organization (Maxwell and Hamish, 2012)

Public relations officers assist the company executives in their speeches in the interviews and other forms of public contact. In addition, some managers handle special events such as sponsorship, parties, or activities to have an opportunity to

widely introduce the new product or services. Some finds it more effective than the direct advertising to gain full public attention, thereby increasing the performance of sales in an organization, (Ishengoma and Kappel, 2010).

Companies hear a lot about public relations, often times PR is the popular buzzword in marketing and advertising. Although most know it's important the benefits are not always understood. Public Relations seem so glamorous, after all what company doesn't want to say we just hired a PR firm? Public relations if done right can reach a large audience without the expensive cost of traditional advertising and marketing (Lindsay, Marsha. 2011)

Target Market, with Public Relations, it's much easier to aim and fire on that target market you are hoping to reach. Media sources can place the information that is right up the consumer's alley and give them the required information they need. If you are an accountant hoping to generate some new clientele, placing an ad in a teen magazine likely won't help you. But a well written article smack dab in the middle of the finance section will probably lead you right where you want to be. These target markets are especially vital in businesses that only appeal to a small target market (Hosseini, & Abolfazli, 2007)

The success of public relations affairs is based on their well-executed plans and strategies and most of the companies made it the central focus in their promotional strategy (Iheanyi, 2011). Public relations centres its focus when there is a launch of new product or service; need for a reposition of the existing product or service; create or increase a public interest in the in the product, service, or in brand; to influence, to defend the product or services that have suffered from negative perception; and to enhance the firm's overall image (Maxwell and Hamish, 2012). The anticipated result

of public relations strategy is to generate additional revenue through greater awareness and information with regards to the products or services being promoted, hence promoting sales performance of an organization.

Public relations greater awareness and information with regards to the products or services play an important role in bringing the problems and views of both publics and employees on particular products to the attention of other managers when crucial decisions are made. Senior public relations person is able to point out the consequences of decisions such as closing a manufacturing plant, introducing a new product, or changing labour relations will have on publics. He or she makes it possible, through communication programs with publics, for the people affected by these consequences to be aware of them and to discuss them formally or informally with management so that they have an opportunity to influence the final decision that affects them (Iheanyi, 2011)

(Chay, R., Tellis.G. 2011), noted that public relations offers several benefits not found with other promotional options. First, PR is often considered a highly credible form of promotion. One of PR's key points of power rests with helping to establish credibility for a product, company or person (e.g., CEO) in the minds of targeted customer groups by capitalizing on the influence of a third-party, the media.

The audiences view many media outlets as independent-party sources that are unbiased in their coverage, meaning that the decision to include the name of the company and the views expressed about the company is not based on payment (i.e., advertisement) but on the media outlet's judgment of what is important. For example, a positive story about a new product in the business section of a local newspaper may have greater impact on readers than a full-page advertisement for the product since

readers perceive the news media as presenting an impartial perspective of the produce (Maxwell and Hamish, 2012).

A well-structured PR campaign according to (SIheanyi, 2011) can result in the target market being exposed to more detailed information than they receive with other forms of promotion. That is, media sources often provide more space and time for explanation of a product.

And depending on the media outlet, a story mentioning a company may be picked up by a large number of additional media, thus, spreading a single story to many locations. In many cases public relations objectives can be achieved at very low cost when compared to other promotional efforts. This is not to suggest public relations is not costly, it may be, especially when a marketer hires PR professionals to handle the work. But when compared to the direct cost of other promotions, in particular advertising, the return on promotional expense can be quite high

Public relations practitioners identify consequences of decisions and the presence of publics by engaging in environmental scanning and issues of management. Environmental scanning means that they do research and talk to community leaders, leaders of activist groups, or government officials to find out who the public are and what issues these might have concerning the product. They then help the organization manage these issues by communicating personally or through media with the public's who create them, thus influencing the sales performance of the organization (Aderemi, 2010).

## **2.4 Advertising and sales performance**

Brand-oriented advertising (non-price advertising) strengthens brand image, causes greater awareness, differentiates products, and builds brand equity. Advertising may also signal product quality, leading to an increase in brand equity. Accordingly, several authors have found that advertising has a positive and enduring effect on base sales. With respect to the effect of advertising on price elasticity, two schools of thought in economic theory offer alternative explanations (Pillai, 2011).

First, information theory argues that advertising may increase competition by providing information to consumers about the available alternatives, thus making price elasticity more negative. Second, market power theory argues that advertising may increase product differentiation, thus making price elasticity less negative. On a related note, (Zarbi, 2010) indicate that brand-oriented advertising increases price elasticity while price-oriented advertising decreases it. (Aderemi, 2010) note that national brand television advertising is predominantly brand oriented. Accordingly, he expects that national television advertising, as observed in the data, increases price elasticity making them less negative.

Over the past two decades, the popularity of promotion approaches has been increasing. Two reasons for this increased popularity undoubtedly the increased pressure on management for short term results and the emergence of new purchase of tracking technology. There are several traditional approaches to promotion. Perhaps the best known is advertising. This is a key element of what is known as above-the-line promotion (Pillai, 2011). This type of promotion usually delivers messages to a wide audience using the press, television, radio and the internet. Although this makes it easy to reach a large audience, it is more difficult to deliver a memorable message



that is tailored to a specific target market (Zarbi, 2010). It can be costly for example; television advertisements at prime time are very expensive. In addition, businesses cannot completely control who sees or hears their adverts or how they respond.

Advertising plays a vital role in creating product demand and market share: It connects the consumers by highlighting the versatile characteristics of the products that consumers may not know them before. Advertising create an urge for the products and consumers are virtually on the search for such products until they can actually consume and test them (Pillai, 2011).

Expansion of the Market: Advertising enables the manufacturer to expand his market. It helps in exploring new markets for the product and retaining the existing markets. It plays a sheet anchor role in widening the marketing for the manufacturer's products even by conveying the customers living at the far flung and remote areas (Baldauf, Cravensand Binder, 2012)..

Now in the new millennium, even a tiny firm or a small country can use such techniques of advertising through dynamic media and information technology and can advertise across the globe in a matter of seconds. Firms or countries which were unknown before and had hardly any imprint or impact on global market place, now creating enormous demand for their products and services through the media and information technology. But on the other hand many companies are not aware of the type of impact they have on their sales pattern (Baldauf, Cravensand Binder, 2012).

(Archibald Maxwell, 2005) found that not only advertising just shows high quality, but also make well profit. In addition, (Zarbi, 2010) identified a positive relationship between advertising and perceived quality. Thus, we could say that advertising positively effects on perceived quality and subsequently brand equity. Advertising

play an important role in increasing brand awareness. Repetitive advertising program increase the chance of paying attention to brand, simplify costumers' selection and habituate brand selection (Baldauf, Cravensand Binder, 2012). Hence, advertising is positively concerned with the awareness of the brand association which is increases brand equity. Moreover, advertising attempts are positively concerned with brand loyalty because it is reinforces the brand awareness and steer the viewpoints to the brand.

Costumers tend to believe advertising comments and assume that the probable function is according with their claim. Therefore, when costumers are exposed to frequent advertising, not only their awareness and mental association increases, but also they gain more positive perception resulted in powerful brand equity. One of the major reasons of customer loyalty reduction is the reduction of advertising (Beri, 2015). In order to reinforce the views and beliefs that is concerned with brand, advertising helps to have a powerful brand loyalty. Regarding to numerous and multiple reasons, brand image is complicated and advertising is a general way to develop the formation and manage this image and managers should therefore invest on increasing brand equity in advertising with clear objectives (Baldauf, Cravensand Binder, 2012).

Supports the salesmanship, (Bagavathi Pillai 2011), noted that advertising greatly facilitates the work of a salesman. The costumers are already familiar with the product which the salesman sells. The selling efforts of a salesman are greatly supplemented by advertising. It has been rightly pointed out that "selling and advertising are cup and saucer, hook and eye, or key and lock wards.

The economic effect of advertising on the sales volume is that it makes proper identification of individual brand known and their advertisements easier while the brands advertised are easily recognized at the point of purchase. The more the products and service are advertised especially during sport sponsorship, educational events and many social functions, the more the advert is registered in the brains of the consumers. Even someone who does not always watch television but due to the love the person has for sport, he has no choice but to see such adverts, hence advert can change the orientation of such consumer alongside influence his buying behaviour and increase his taste for such product above all other branches, thus promoting sales performance (Beri,2015)

Information is the fastest travelling element than any other thing in the world. Even communication comes through information and if information is not necessary, communication would have been useless. Since advertising is all about communication of the existence of product to consumers, it has been tool that generates sales for most organizations yearly. This is because advertisement travels faster and wider than personal selling, direct marketing, public relations and other tools of promotional activities put in place by a company. It travels faster than the product itself, the advertisement has gotten to the place where even the product is not available (Beri, 2015).

Advertising sets the product apart as being different and superior to other brands, it has been argued by (Blech and Michael, 2011) that advertising increase barriers to entry and reduces competition as measured by increase in monopoly profit. The argument that advert reduces competition is based on the assumption that the cost of advertising, a new product is prohibitive for any but the large firm in the industry. In order words advertising superiority enables large existing product to block new

competitors from entering into market and result in the establishment of monopoly with high price.

Advertisement as a promotion tool helps in promoting a particular brand or product. Through advertisements, a product gains popularity. A product's success is mainly dependent on how it has been presented in front of its consumers. Strategies chosen must have the means of influencing people's minds and convincing them to purchase the product. Expenditures on advertisements are done on the long-term basis, these expenses are very important for the performance of telecommunication companies (Blech and Michael, 2011). Organizations term this as a profitable investment as this is a form of expense that helps in boosting product sales.

Advertisements are not made to promote a product, but they are made to influence people's taste and minds (Chay and Tellis, 2011). The main focus of advertisements now is to leave an impact on the consumer's mind so that they do not forget about a particular product. Before discussing the different methods of creating an effective advertisement, managers should have a perception of buyer's behaviour. According to research there are three different dimensions that affect human beings' opinion; these are selective attention, selective retention and selective distortion.

Advertising as a tool is based on the reason of a particular activity which is integral customer care service that will always bring back customers to purchase the same product. Promotional advertising focuses on introducing consumers about a product, integral customer care services are those that aim to create liking for a product and reminding consumers about their product or even briefing them about these products (Edwardset al, 2011).

Through advertising there is elimination of middlemen, advertising aims at establishing a direct link between the manufacturer and the consumer, thereby eliminating the marketing intermediaries. This increases the profits of the manufacturer and the consumer gets the products at the market price.

Better Quality Products, Different goods are advertised under different brand names. A branded product assures a standard quality to the consumers. The manufacturer provides quality goods to the consumers and tries to win their confidence in his product (Hosseini, & Abolfazli, 2007).

## **2.5 Personal selling and sales performance**

Personal selling plays an important role in building profitable customer relationships and that personal selling is more flexible than other advertising tools for sales people can tailor their presentations to meet the needs and behaviour of different customers. They can see their reaction to a particular sales approach and make the necessary adjustments on the spot. In most companies, Personal selling is the largest single operating expense often equalling (8 to 15%) of sales a reason as to why (Baldauf, 2011). For many companies, a sales person represents the customers' main link in the firm. In fact to some, the sale person is the company. Therefore it is imperative that companies take on this unique link.

Personal selling is a tool for a company to build relationships with customers that continue long beyond the initial sale. It's the sales person who serves as the conduit through which information regarding improvement, applications or new issues can pass from the customer to the marketing department. To illustrate the importance of using sales people as an information resource consider this fact. In some companies, customer information serves as a major source for up to ninety per cent of new

product and idea generation (Zarbi, 2010).

Personal selling is basically the objective the sales person is trying to achieve while engaged in selling activities and it's the sequence of stages or steps the sales person should follow in trying to achieve the specific objective which is the relationship building process. Therefore, before a company or management selects or train a sales person, it should have an understanding of the sales process which of course differs according to the size of the company (Edwardset al, 2011). The process includes the following steps briefly, prospecting, planning, presenting, responding, obtaining, commitment, and then building the long term relationship. In so doing, it can earn for the company revenue and profits if conducted rightly. It's the most strategic means to gain competitive advantage in the market place though still in some companies the use of a sales person is not seen (Farquhar and Peter. 2011).

(Chattopadhyay, 2010), puts forward that personal selling as a result of profound use of technology has increased sales performance in organizations. Laptop computers make it easy to have huge databases or complete customer records at the fingertips of the salesperson, cellular phones make it possible to communicate with the salesperson almost continuously, and DVDs and other video innovations enhance training and provide excellent tools for conveying information (Graham, Harker and Tuck, 2011) state that the Internet has taken the interaction between customer and company to a new level, creating the ability to remain in touch with the customer (update information, handle questions, deal with complaints) in ways that have not been possible in the past.

(Chattopadhyay 2010), cited that, the Internet's ability to inform, persuade, and enhance the personal selling component makes it a critical part of sales management in the twenty-first century. For today's young salespeople and buyers, the Internet is simply given they can't imagine what business was like before it! Nearly every company of any size has created an extensive, integrative, and interactive Web site to sell and service customers (Graham, and Harker and Tuck, 2011). Both Dell Computer and Hewlett Packard (HP) are great examples. Although Dell's primary strategy began as direct selling and HP's began by selling through retailers, both now experience strength in sales, customer satisfaction, and loyalty that are greatly enhanced by their Web presence.

Personal selling has a greater impact on buyers than advertising or direct mail. The customer does not have to wait to get his questions answered. He can learn what he needs to know right then and there. You as a seller also get a better feel for what the customer wants. The sales man can suggest certain products if they have an extensive product line or tailor services, such as consulting, to the client's particular needs.

One may also know what the customer's key objections are on each sell. For example, a customer may be satisfied with his current industrial adhesive tape supplier. They may sell their products for less. However, the company may sell adhesives that last longer and, therefore, cost less in the long run. Subsequently, you can address those key objections and make the sale (Keller, 2010)

Personal selling minimizes waste effort. Advertisers typically expend time and money to send a mass message about a product to many people outside the target market. In personal selling, the sales force pinpoints the target market, makes a contact, and expends effort that has a strong probability of leading to a sale (Keller, 2010).

Consequently, an additional strength of personal selling is that measuring effectiveness and determining the return on investment are far more straightforward for personal selling than for other marketing communication tools, where recall or attitude change is often the only measurable effect, (Zarbi, 2010).

(Farquhar, 2008) states that, personal selling encourages customers to act. A salesperson is in an excellent position to encourage the customer to act. The one-on-one interaction of personal selling means that a salesperson can effectively respond to and overcome objections (customers' concerns or reservations about the product) so that the customer is more likely to buy. Sales people can also offer many specific reasons to persuade a customer to buy, in contrast to the general reasons that an ad may urge customers to take immediate action (Farquhar, 2008). This promotes sales performance. Personal selling is key in multiple tasks. For instance, in addition to selling, a sales person can collect payment service or repair products, return products, and collect product and marketing information. In fact, sales people are often best at disseminating negative and positive word-of-mouth product information, (Keller, 2010).

Personal selling helps to gain a differential advantage over competitors. For example, rather than trying to compete with the low prices of foreign competitors such as Komatsu, Caterpillar has been successful in the heavy construction equipment business by providing superior product quality and excellent service, while charging prices as much as (10 to 20%) higher than its competitors. Sales people go head to head with competitors on a daily basis; as a result, the sales force is often the first to observe changes in competitive strategy and activity.



One of the critical issues is getting information from the sales force to strategic planners so that the company can act on those observations (Maxwell and Hamish, 2012). Reports that detail competitive activity, such as analyses of lost sales, can summarize competitive activity for sales and marketing management. Sophisticated Customer Relationship Management (CRM) software systems can greatly aid in facilitating information collection, analysis, and dissemination.

Sales people are important when exploring market opportunities in other countries. Given the added risks involved when selling in a foreign country, accurate and timely market information may be more important than in domestic marketing (Kim and Hyun, 2010). In many cases, foreign salespeople are the only link the company has to the customer. Companies with international sales forces survey their salespeople, with either formal written surveys or informal telephone surveys, in order to assess foreign markets (Zarbi, 2010).

(Maxwell and Hamish, 2012) opined that personal selling encompasses flexibility in personal selling; no standardized message is communicated to the customer (as is done in case of advertising). Hence, the salesmen have flexibility in adjusting their presentation, to fit the specific needs of individual customers which promote sale performance.

Personal selling is characterized by direct feedback as it affords the possibility of direct interaction between the salesperson and the customer. Depending on the enthusiastic, indifferent or hostile attitude of the customer toward the message, the sale message can be altered. On the spot adjustments are possible. Personal selling is a scope for enduring relationship: firms are able trying to practice relationship Management through personal selling, for ensuring brand loyalty, (Zarbi, 2010).

Convey More Information through personal selling. The company can convey more information with personal selling than with other forms of promotion, like advertising. A personal sales call lasts longer than any ad. Therefore, one have time to discuss the intricacies of the product.

Personal selling is particularly advantageous when working with products of higher value, the need to convince buyers more with more expensive items. Most companies use laptop presentations, demonstrations and highly detailed product information when selling items such as computers, medical equipment and industrial products. Pharmaceutical reps can also better discuss the biological effects and advantages of certain new drug (Chay, & Tellis, 2011)

One key advantage personal selling has over other promotional methods is that it is a two-way form of communication. In selling situations the message sender (e.g., salesperson) can adjust the message as they gain feedback from message receivers (e.g., customer). So if a customer does not understand the initial message (e.g., doesn't fully understand how the product works) the salesperson can make adjustments to address questions or concerns. Many non-personal forms of promotion, such as a radio advertisement, are inflexible, at least in the short-term, and cannot be easily adjusted to address audience questions (Ishengoma, & Kappel, 2010).

The interactive nature of personal selling also makes it the most effective promotional method for building relationships with customers, particularly in the business-to-business market (Farquhar, and Peter. 2011). This is especially important for companies that either sell expensive products or sell lower cost but high volume products (i.e., buyer must purchase in large quantities) that rely heavily on customers making repeat purchases. Because such purchases may take a considerable amount of

time to complete and may involve the input of many people at the purchasing company (i.e., buying centre), sales success often requires the marketer develop and maintain strong relationships with members of the purchasing company.

Personal selling is the most practical promotional option for reaching customers who are not easily reached through other methods. The best example is in selling to the business market where, compared to the consumer market, advertising, public relations and sales promotions are often not well received (Lagazian, 2011)

(Zarbi, 2010). Personal selling uses a personal sales presentation to influence customers to buy a product. Personal selling tactics are most often used when there are a few geographically concentrated customers; the product is highly technical in nature; the product is very expensive; or when the product moves through direct distribution channels. It is a tactic often used by businesses looking to sell to other businesses, as opposed to businesses selling to consumers.

## **2.6 Conclusion**

In conclusion, there has been a general exploration of promotion strategies through public relations, advertising and personal selling and how they interconnect with sales performance in organizations. Through their ability to improve the Market share, market positioning and sales Revenue. From the above literature, it can be deduced that promotional strategies have a relationship on sales performance of organizations as by (Hosseiniand Abolfazli, 2007) hence the relevance of this research study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter presents and describes the strategies used to conduct the research which included; The research design, study population, study area, sample size, sampling techniques, data sources, methods of data collection, data analysis and presentation, quality control, measurement of variables, ethical considerations and the limitations encountered during the study.

#### **3.1 Research Design**

##### **3.1.1 Study design**

The researcher used a case study design to collect data from the respondents. The researcher used it since it is good for studying large phenomena with like features and also gives solutions the qualitative assumptions.

A case study design is also known for obtaining true and comprehensive picture of a social unit, institution or community in order to understand the life cycle of that particular unit more fully (Amin 2005). A case study provides an in-depth study of the problem with limited time scale .The case study approach was perceived as the most preferable way of obtaining holistic, in-depth insights into promotions strategies and sales performance of organizations, (Hakim, 1997).

The study used both quantitative and qualitative approach. Quantitative approach is the systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques. It involved data that is in numerical form such as statistics, percentages (Mertens, 1998). On the other hand, qualitative

approach is an approach designed to reveal a target audience's range of behavior and the perceptions that drive it with reference to specific topics or issues. Its aim was to gather an in-depth understanding of human behavior and the reasons that govern such behavior (Attride and Stirling, 2001). The study also used structured questionnaire, interviews, and document analysis.

### **3.2 Study Population**

The researcher carried out the study at Crown Beverages Limited (CBL) and she mainly obtained data from the Administration Managers, Accounting and finance, Sales and Marketing and other employees of the organization.

### **3.3 Area of Study**

The study was conducted at Crown Beverages Limited (CBL) which is located in Nakawa Division Kampala Capital City on Plot M214 Jinja Road, Nakawa Industrial Area, and Kampala-Central Region.

### **3.4 Sample size**

The researcher determined the sample size from the study population by using the Krejcie and Morgan (1970) table. The researcher selected the sample respondents from the larger population since it was easier to handle a smaller population than the whole company population.

**Table 3. 1: Sample Size**

<b>Description</b>	<b>Population size</b>	<b>Sample Size</b>
Administration	5	3
Accounting and Finance	4	4
Sales and Marketing	4	2
Other Employees	40	35
<b>Total</b>	<b>53</b>	<b>44</b>

*Source; Human Resource payroll report, 2014*

The respondents to the study constitute 3Administration managers, 4 Accounting and Finance staff, 2 Sales and marketing managers and other employees constituted 35 respondents to the study. The total population size was 53 and the total sample size was 44 respondents.

### **3.5 Sampling Techniques**

The researcher used probability technique under which she further employed random sampling especially to choose respondents form other employees where she selected respondents randomly without considering any characteristic features which enables always the employees a chance of being selected. The researcher also used purposive sampling technique to choose mainly from the administration, Accounting and finance and the sales and marketing team since she needed specific information from them.

### **3.6 Data Sources**

The researcher accessed her data from primary, secondary and tertiary sources which helped her to collect comprehensive data for the study.

Primary data helped the researcher get first hand and direct information from the respondents to the study and the secondary data sources helped her accessed past

information about the company as well as information from different scholars about promotional strategies and sales performance by use of tertiary data sources.

### **3.7 Data collection methods**

#### **3.7.1 Questionnaire**

The researcher used a self constructed questionnaire to collect mainly primary data for the study and this was delivered directly to the respondents by the researcher. A self constructed questionnaire is good for drawing self report on people's views, attitudes and the values they have (Sproul, 1998) and the questionnaire contained mainly closed ended questions. The researcher used a 5 point likert scale to construct the questionnaire for data collection having 5 intervals; 1-Strongly Disagree, 2-Disagree, 3-Not Sure, 4-Agree and 5-Strongly Agree. The closed ended questions helped the researcher to collect quantitative data. The questionnaire will be used because it is appropriate for large samples and thus the results can be more valid and reliable.

### **3.8 Data Analysis and Presentation**

#### **3.8.1 Quantitative Data**

After the data was collected, the researcher examined it for errors and irrational information to properly ascertain the influence of promotional strategies on sales performance and to further ensure accuracy and uniformity of the data collected so that correct findings are obtained for the study. Quantitative data was coded and analyzed using Statistical Package for Social Scientists (SPSS 16.0) so as to come up with descriptive data inform of frequencies, percentages, mean and standard deviation and the quantitative data was presented in form of tables and graphs based on the research questions.

### **3.9 Quality control**

#### **3.9.1 Validity**

Validity refers to the extent to which questions in an instrument accurately measure the variables therein (Hair et al., 2003). It is the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda and Mugenda, 1999). The questionnaire was subjected to expert face validity and theoretical content validity tests. Prior to the study, the researcher gave the research instrument to her supervisor for review and modification which helped the researcher to collect accurate and consistent data for the study.

#### **3.9.2 Reliability**

Reliability refers to the degree to which a set of variables are consistent with what they are intended to measure (Amin, 2005). Since reliability in research is always affected by random errors, the pre-test of the research tools helped the researcher to discover the most likely cause of errors and consequently respond to them prior to the actual study. Test re-test method was used to pilot the questionnaires, which were not part of the study sample.

### **3.10 Measurement of Variables**

The researcher measured the research variable using the questionnaire administered to all the study respondents. The researcher used the 5-point likert scale with the views of respondents ranging from “Strongly agree” to “Strongly disagree” to collect the required data used to measure the variables.



Promotional strategies which is the independent variable for the study was measured in line with its dimensions like; Public relations, advertising and personal selling(Amin, 2005).

### **3.11 Ethical Issues**

The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from research activities (Cooper and Schindler, 2001).

The data obtained from the respondents was treated purely as academic and confidential for the safety, social and psychological well-being of the respondents. Informed consent was sought and appropriate documentation was kept; Questionnaires were coded to guarantee anonymity as no one of the respondents was named at any time during the research or in the subsequent study.

### **3.12 Study Limitations**

The researcher was unable to probe deeper into the subject matter because some respondents withheld some information regarded as confidential. However, the researcher assured the respondents that any information given was to be treated with maximum confidentiality.

The researcher also faced a time constraint in data collection, analyzing of data and in final presentation of the report. However, the researcher overcame this problem by ensuring that the time element is put into consideration and that all appointments agreed upon with respondents are fully met in time.

The researcher was limited by the small size of the study area and sample size. This study was conducted in only one organization and involved only 44 respondents. This

was dictated upon by the available resources and time. Although care was taken to ensure that the study area and sample is as representative as possible in the prevailing circumstances, it is important to note that the socio-economic and working environment/conditions in organizations did not permit the findings of this study to be used to make generalizations.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.0 Introduction

The study findings and analysis are presented in this chapter. The intention of the study was to establish the role of promotion strategies on sales performance at Crown Beverages Limited. The analysis is based on the data collected using questionnaires which were filled by the respondents at Crown Beverages Limited based on the objectives of the study.

#### 4.1 Background information

This section presents the personal characteristics of the respondents which includes information like; gender, marital status, education level and the age group of respondents.

**Table 4. 1: Frequency distribution for Gender of respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	28	63.6
Female	16	36.4
<b>Total</b>	<b>44</b>	<b>100.0</b>

**Source; *Primary data, 2015***

Results in table 4.1 above shows that 63.6% of the respondents are males and 36.4% were females. This means that majority of the respondents in this study are males.

**Table 4. 2: Frequency distribution for age group of respondents**

<b>Age group</b>	<b>Frequency</b>	<b>Percent</b>
18-30	7	15.9
31-40	19	43.2
41-50	10	22.7
51 and above	8	18.2
<b>Total</b>	<b>44</b>	<b>100.0</b>

Source; *Primary data, 2015*

Table 4.2 above shows that a majority of the respondents were in the age group 31-40 years (43.2%), followed by 41-50 years (22.7%), 51 and above years (18.2%) and the age group 18-30 years had the least number of respondents 15.9%.

**Table 4. 3 Frequency distribution for Education level of respondents**

<b>Education level</b>	<b>Frequency</b>	<b>Percent</b>
Certificate	2	4.5
Diploma	12	27.3
Degree	30	68.1
<b>Total</b>	<b>44</b>	<b>100.0</b>

Source; *Primary data, 2015*

As shown in table 4.3 above, the results reveal that 68.1% of the respondents had bachelor degrees, 27.3% had diplomas, 6.8%. it was revealed that certificate holders constituted the least number of respondents with 4.5%.

**Table 4. 4: Frequentncy distribution for marital status of respondents**

<b>Marital status</b>	<b>Frequency</b>	<b>Percent</b>
Single	11	25.0
Married	28	63.6
Engaged	2	4.5
Widowed	3	6.8
<b>Total</b>	<b>44</b>	<b>100.0</b>

Source; *Primary data, 2015*

Table 4.4 above shows that 63.6% of the respondents are married, 25.0% are single 6.8% are widowed and 4.5% of the respondents are engaged.

#### **4.2 Public Relations and Sales performance**

The relationship between public relations and sales performance was examined by computing the mean and standard deviation from statements categorized under; public relations function, implementation of Public Relations functions, Public Relations office, activities and customer expectations. The analysis is presented in the table below.

**Table 4. 5: Mean and standard Deviation for Public relations**

<b>Public Relations</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
Company meets customer expectations	44	1	5	3.59	1.436
The company uses media to advertise	44	1	5	3.50	1.303
Public relations staff evaluates advertising	44	1	5	3.77	1.217
Success of Public relation functions	44	1	5	3.59	1.317
Customer views on the organization	44	1	5	3.61	1.401

Source; *Primary data, 2015*

#### **4.2.1 The company to meet customer expectations**

Results in table 4.5 above show that the respondents agree that company is able to meet customer expectations as shown by the mean 3.50 and standard deviation 1.303. But the respondents have different understanding about the statement which is shown by the variation they provided to the statement. This seems to be in agreement with(Ishengoma and Kappel, 2010), who noted that Public relations are typically designed to build or maintain a favourable image for an organization with its various public customers, prospects, stake holders, the local community and the government which has enabled the organization to meet the customers' expectations.

#### **4.2.2 The company uses media to advertise**

Results in table 4.5 above show that respondents agree that Crown Beverages Limited use media to promote public relations as evidenced by the mean value 3.59 and standard deviation 1.436. The respondents have different understanding about the statement which is shown by the variation they provided to the statement. This appears to agree with (Baldauf, Cravens, and Binder, 2012).whose study reveal that currently in the new millennium, even a tiny firm or a small country can use such techniques of advertising through dynamic media and information technology and can advertise across the globe in a matter of seconds. Firms or countries which were unknown before and had hardly any imprint or impact on global market place, now creating enormous demand for their products and services through media and information technology. But on the other hand many companies are not aware of the type of impact they have on their sales pattern.

#### **4.2.3 Public relations staff evaluates advertising**

Results in table 4.5 above show that the respondents agree to the statement that public relations staff of the company evaluate advertising and promotion strategies as evidenced by the mean 3.77 and standard deviation 1.217. The respondents have different understanding about the statement which is shown by the variation they provided to the statement. The respondents seem to be in agreement with (Maxwell and Hamish, 2012) whose research state that part of public relations staff responsibilities is to evaluate the advertising and promotion before serving it hot right into the eyes and ears of the public. They also observe the social, economic, political and demographic trends which will have a great effect on their sales and on the performance of the organization.

#### **4.2.4 Success of Public relation function**

As presented in table 4.5 above, results show that respondents agreed that the success of public relations is based on well executed plans as shown by the mean 3.59, and standard deviation 1.317. However, respondents have varying understanding about the statement which is shown by the variation provided to the statement. This appears to agree with (Achumba Iheanyi, 2011) who states that the success of public relations affairs is based on their well-executed plans and strategies and most of the companies made it the central focus in their promotional strategy.

#### **4.2.5 Customer Views On the Organization**

Results in table 4.5 above show that the respondents agree to the statement that public relations helps the company know customer views toward their products as evidenced by the mean 3.61 and standard deviation 1.401. But the respondents have varying understanding about the statement which is shown by the variation they provided to

the statement. This appears to agree with (Iheanyi, 2011) who state that public relations greater awareness and information with regards to the products or services play an important role in bringing the problems and views of both publics and employees on particular products to the attention of other managers when crucial decisions are made.

### 4.3 Advertising and sales performance

The connection between advertising and sales performance was examined by computing the mean and standard deviation from statements categorized under; advertising strategies, comprehensive advertisements, Advertising persuades customers, product differentiation and customer knowledge about products. The analysis is presented in the table below.

**Table 4. 6: Mean and standard deviation for Advertising**

<b>Advertising</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
Advertisement strengthens brand image	44	1	5	3.82	1.402
Facilitates product differentiation	44	1	5	3.73	1.283
Creates product demand	44	1	5	3.75	1.184
Creates product awareness	44	1	5	3.95	1.257
Advertisement generates sales	44	1	5	3.70	1.391

Source; *Primary data, 2015*

#### 4.3.1 Advertisement Strengthens brand image

As presented in table 4.5 above, results show that the respondents agree to the statement that advertising strengthens brand image of the company's products as evidenced by the mean 3.82 and standard deviation 1.402. The respondents have different understanding about the statement which is shown by the variation they provided to the statement. The respondents seem to agree with (Bagavathi Pillai,



2011) who states that brand-oriented advertising (non-price advertising) strengthens brand image, causes greater awareness, differentiates products, and builds brand equity. Advertising may also signal product quality, leading to an increase in brand equity.

#### **4.3.2 Facilitates product differentiation**

Results in table 4.5 above show that the respondents agree that advertisement facilitates differentiation of the company's products from other companies in the industry as shown by the mean value 3.73 and standard deviation 1.283. The respondents have varying understanding about the statement which is shown by the variation they provided to the statement. This appears to be in agreement (Zarbi, 2010) whose study reveals that with market power theory argues that advertising may increase product differentiation, thus making price elasticity less negative.

#### **4.3.3 Creates Product Demand**

As shown in table 4.5 above, results reveal that the respondents agree to the statement that advertising creates product demand as evidenced by the mean 3.75 and standard deviation 1.184. However, respondents have different understanding about the statement which is shown by the variation they provided to the statement. The respondents seem to be in agreement with (Bagavathi, 2011) whose study reveals that advertising plays vital role in creating product demand and market share: It connects the consumers by highlighting the versatile characteristics of the products that consumers may not know them before. Advertising create an urge for the products and consumers are virtually on the search for such products until they can actually consume and test them.

#### **4.3.4 Creates Product Awareness**

Results in table 4.5 above show that the respondents agree that advertising creates awareness about the company's products as shown by the mean value 3.95 and standard deviation 1.257. The respondents have diverse understanding about the statement which is evidenced by the variation they provided to the statement. Repetitive advertising program increase the chance of paying attention to brand, simplify costumers' selection and habituate the selection of brand. Hence, advertising is positively concerned with the awareness of the brand association which is increases brand equity. Moreover, advertising attempts are positively concerned with brand loyalty because it reinforces the brand awareness and steer the viewpoints to the brand (Baldauf, Cravens, & Binder, 2012). This study therefore appears to be in agreement with the views of the respondents.

#### **4.3.5 Advertisement Generates Sales**

Results in table 4.5 above show that the respondents agree that advertisement generates sales for the company's products as evidenced by the mean value of 3.70 and standard deviation 1.391. The respondents have varying understanding about the statement which is shown by the variation they provided to the statement. The respondents appear to agree with (Beri, 2015) who states that since advertising is all about communication of the existence of product to consumers, it has been tool that generates sales for most organizations yearly. This is because advertisement travels faster and wider than personal selling, direct marketing, public relations and other tools of promotional activities put in place by a company. It travels faster than the product itself, the advertisement has gotten to the place where even the product is not available.

#### 4.4 Personal Selling and Sales Performance

The connection between personal selling and sales performance was examined by computing the mean and standard deviation from statements categorized under; personal selling strategies, market competition, persuading customers, easy selling of products and answering customer inquiries. The analysis is presented in the table below.

**Table 4.7: Mean and standard deviation for Personal selling**

<b>Personal selling</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
Persuades customers to buy our products	44	1	5	3.68	1.377
Personal selling minimizes wastage of effort	44	1	5	3.50	1.229
Encourages customers to act	44	1	5	3.64	1.241
Gain differential advantage	44	1	5	4.09	1.117
Gives direct feedback	44	1	5	3.80	1.268

Source; *Primary data, 2015*

##### 4.4.1 Personal Selling Persuades Customers To Buy Our Products

As presented in table 4.7 above, results show that the respondents agree that personal selling persuades customers to buy our products as shown by the mean 3.68 and standard deviation 1.377. The respondents however have different understanding about the statement which is shown by the variation they provided to the statement. This appears to be in agreement with (Zarbi, 2010) who noted that personal selling helps a company to build relationships with customers that continue long beyond the initial sale. It's the sales person who serves as the conduit through which information regarding improvement, applications or new issues can pass from the customer to the marketing department.

#### **4.4.2 Personal selling Minimizes wastage effort in advertising**

Results in table 4.7 above show that respondents agree that personal selling minimizes waste effort as evidenced by the mean 3.50 and standard deviation 1.229 but respondents have diverse understanding about the statement which is shown by the variation they provided to the statement. This seems to be in agreement with (Keller, 2010) who in his research states personal selling minimizes waste effort. Advertisers typically expend time and money to send a mass message about a product to many people outside the target market. In personal selling, the sales force pinpoints the target market, makes a contact, and expends effort that has a strong probability of leading to a sale.

#### **4.4.3 Personal Selling Encourages Customers to Act**

As shown in table 4.7 above, results show that the respondents agree to the statement that Personal selling encourages customers to act as shown by the mean 3.64 and standard deviation 1.241. The respondents have varying understanding about the statement which is shown by the variation they provided to the statement. Farquhar, (2008) states that, personal selling encourages customers to act since the salesperson is in an excellent position to encourage the customer to act. The one-on-one interaction of personal selling means that a salesperson can effectively respond to and overcome objections (customers' concerns or reservations about the product) so that the customer is more likely to buy. He further states that Sales people can also offer many specific reasons to persuade a customer to buy, in contrast to the general reasons that an ad may urge customers to take immediate action which thus seems to agree with the view of the respondents.

#### **4.4.4 The company gains differential advantage**

Results in table 4.7 above show that respondents agree that personal selling helps Crown Beverages Limited to gain differential advantage over other companies in the industry. This is evidenced by the mean value of 4.09 and standard deviation value 1.117. But the respondents have different understanding about the statement which is shown by the variation they provided to the statement. This appears to be supported by (Maxwell and Hamish, 2012) study which reveals that personal selling helps to gain a differential advantage over competitors. For example, rather than trying to compete with the low prices of foreign competitors such as Komatsu, Caterpillar has been successful in the heavy construction equipment business by providing superior product quality and excellent service, while charging prices as much as 10 to 20% higher than its competitors. Salespeople go head to head with competitors on a daily basis and as a result, the sales force is often the first to observe changes in competitive strategy and activity.

#### **4.4.5 Personal selling gives direct feedback to the company**

Table 4.7 above shows that the respondents agree to the statement that personal selling gives direct feedback to Crown Beverages Limited and this is evidenced by the mean 3.80 and standard deviation 1.268. However, the respondents have different understanding of the statement which is shown by the variation they provided to the statement and their view seems to agree with (Zarbi, 2010) who in his study states that personal selling is characterized by direct feedback by allowing the possibility of direct interaction between the salesperson and the customer and depending on the enthusiastic, indifferent or hostile attitude of the customer toward the message, the sales message can be altered since on the spot adjustments are possible.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the summary, conclusions and recommendations on the role of promotional strategies and sales performance of Beverage companies in Uganda basing on the findings from the study. The findings, conclusions and recommendations were to examine how promotional strategies influence the sales performance of beverage companies using the variable; public relations, personal selling and advertising.

The researcher analyzed the data inform of tables which were used to assess the relationship between the promotional strategies and sales performance.

#### **5.1 Summary of the Findings**

##### **5.1.1 Public relations and sales performance**

The findings under this objective reveals that the respondents agree that public relations influences sales performance by increasing return on investment to the company, allowing the company staff evaluate advertising and promotion strategies and that it helps the company know customer views toward their products hence, improving on the sales performance of Crow Beverages Limited.

##### **5.1.2 Advertising and sales performance**

The study findings under this objective show that a majority of the respondents agree that advertising also influences the sales performance of crown Beverages limited in a number of ways which include; strengthening the brand image of the company's products, facilitating differentiation of the company's products from other companies

in the industry, creating product demand among different customers, creating product awareness and that advertising generates sales for the company's products thus improving sales of Crown Beverages Limited.

### **5.1.3 Personal selling and Sales performance**

Findings under this objective from the study show that the respondents agree that personal selling influences sales performance as shown by their views. Personal selling therefore; builds profitable customer relationships, minimizes waste effort, encourages customers to act, and that it gives direct feedback to the company about customer views which makes them respond accordingly hence, improving sales performance of the company.

## **5.2 Conclusions**

In conclusion, Public relation influences sales performance by increasing return on investment to the company, allowing the company staff to evaluate advertising and promotion strategies. Public relations creates a favorable image, provide information about the product, create more awareness of the product, and also establishes long term relationship with the customer and organization. This is because it creates trust among consumers and thus influence the attitude and perception

The findings from the study also revealed that advertising influences the sales performance of organizations in a number of ways which include; strengthening the brand image of the company's products, facilitating differentiation of the company's products from other companies in the industry, creating product demand among different customers. Advertising has improved product demand, provided information about the product and also perceived quality of the product. It was also seen that advertising has increased product awareness and that it attracts customers to purchase

more products. This is because advertising connects the consumers by highlighting the characteristics of the products which the consumers may not know before.

The study identifies that personal selling has created a good relationship with the customers, is an effective tool to customer education and approach in creating customer awareness. This is because the one-on-one interaction of personal selling means that a salesperson can effectively respond to the customers' needs which improves the bond between them

The study states that promotional strategies contribute greatly to the sales performance of organizations. This is evidenced through public relations by increasing return on investment to the company; advertising also which strengthening the brand image of the company's products, and also personal selling which builds profitable customer relationships.

### **5.3 Recommendations**

Basing on the findings of the study, the research found it important to make a few recommendations the she deems important for both Crown Beverages Limited and other academic researchers who will need this piece of work for further research.

It is recommended that the management of the organization should focus on advertising and thereby inject more of its resources in advertising and making well known of its products as it increases the customer base.

The findings from the research also revealed that employees play a key role in the promotional mix strategy implementations. Therefore, the organization also relies on human interaction with the customers. Therefore, the research recommends that mangers should pay attention to the pricing strategy by studying the pricing objectives



to match the customers' needs and wants. Further, the organization management should set trainings for the employs on how to be good salesmen

The researcher also recommends the management of the organization to open more distribution and sales points as well as appointing sales agents to all districts of the country so as establish a wide customer base and market share.

It is also important to ensure coordination in dealing with performance measured by customer satisfaction. Public relations, advertising and personal selling and are the factors that the organization is attempting to win via the promotional mix strategy. This research thus recommends that such strategy does not evolve simply by chance, but through a planned effort by the organizational management as a recommendation.

The researcher further recommends that the management to the organization should put in place reward and commissions to sales person who meet the performance target of the company in order to motivate them to surpass their sales targets.

#### **5.4 Areas for further study**

The role of rewards and incentives on the sales performance of Beverage Companies in Uganda.

The role of advertising on the performance of Beverage Companies in Uganda.

The influence of customer care on the sales performance of Beverage Companies in Uganda.

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Please tick your appropriate choice in the space provided using the keys given below;

1. **S.D**- Strongly Disagree 2. **D**- Disagree 3. **N.S**- Not Sure 4. **A**- Agree 5. **S.A**- Strongly Agree  
**A) Public relations and Sales performance**

Statement	S.D	D	N.S	A	S.A
1. Public relations help the company to meet customer expectations					
2. The company uses media to promote public relations					
3. Public relations staff evaluate advertising and promotion					
4. The success of Public relations is based on well executed plans					
5. Public relations help the company know company views					

**B) Advertising and Sales performance**

Statement	S.D	D	N.S	A	S.A
1. Advertising strengthens brand image					
2. Advertisement facilitates product differentiation					
3. Advertisement creates product demand					
4. Advertisement creates product awareness					
5. Advertisements generate sales					

**C) Personal selling and Sales performance**

Statement	S.D	D	N.S	A	S.A
1. Personal selling persuades customers to buy our products					
2. Personal selling minimizes waste effort					
3. Personal selling encourages customers to act					
4. Personal helps the company gain differential advantage					
5. Personal selling gives direct feed back to the company					

**Thank you for your cooperation.**



**APPENDIX II: Krejcie and Morgan Table**

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

Note: “N” is population size

“S” is sample size.

From: Krejcie, Robert V., Morgan, Daryle W., “Determining Sample Size for Research Activities”, Educational and Psychological Measurement, 1970.



Office of the Dean  
Faculty of Business Administration and Management

Your ref.:  
Our ref.:

Nkozi, 17<sup>th</sup> June, 2015

**To Whom it may Concern**

Dear Sir/Madam,

**Re: Assistance for Research:**

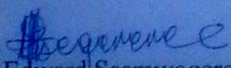
Greetings and best wishes from Uganda Martyrs University.

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

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

Thank you in advance.

Yours Sincerely,

  
Fr. Edward Ssemwogerere  
Associate Dean

