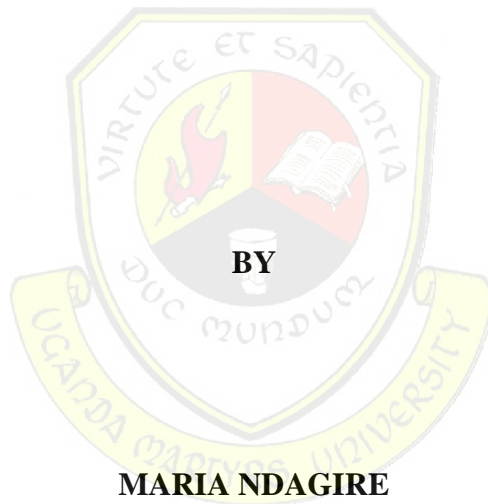


**THE EFFECT OF PROMOTIONAL APPROACHES ON THE PERFORMANCE OF
TELECOMMUNICATION COMPANIES**

A CASE STUDY UGANDA TELECOM



MARIA NDAGIRE

2012-B021-10083

APRIL, 2015

**THE EFFECT OF PROMOTIONAL APPROACHES ON THE PERFORMANCE OF
TELECOMMUNICATION COMPANIES**

A CASE STUDY UGANDA TELECOM

BY

MARIA NDAGIRE

2012-B021-10083

**A DISERTATION SUBMITTED TO THE FACULTY OF BUSINESS
ADMINISTRATION IN PARTIAL FULFILMENT OF THE REQUIREMENT
FOR AWARD OF A BACHELORS DEGREE OF BUSINESS ADMINISTRATION
OF UGANDA MARTYS UNIVERSITY**

APRIL 2015

DEDICATION

This dissertation is dedicated to Mr. Luyima Joseph Louis who was a great inspiration in my academic journey and did all in his capacity to ensure that I get quality education despite my endless demands.

ACKNOWLEDGEMENT

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

I extend my deep appreciation to my supervisor Mr. Lugemwa Peter for the guidance, encouragement, patience and advice provided during the study that made it possible for me to successfully complete this research.

I wish to express my sincere gratitude to all those who made tremendous contributions to this study: my family- Mr. and Mrs. Kizito and all my brothers and sisters especially Luyima Joseph I appreciate your encouragement, your financial and moral support. May God bless you abundantly.

Special thanks go to the Dean faculty of business administration for his moral and academic advice that kept me going and Mr. Ssegawa Edward for his assistance that he provided by reviewing through my work.

Finally, special thanks goes to my friends who have showed their understanding and love during this academic journey.

May the Almighty Lord bless you abundantly!!

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	viii
LIST OF FIGURES	viii
LIST OF ABBREVIATIONS	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the study	1
1.2 Problem statement.....	6
1.3 Objectives of the study.....	6
1.3.1 Broad objective of the study.....	6
1.3.2 Specific objectives.....	7
1.4 Research Questions	7
1.5 Research Hypothesis	7
1.6 Scope of the study	7
1.6.1 Geographical scope	7
1.6.2 Content of the scope.....	7
1.6.3 Time scope	8
1.7 Significance of the study	8
1.8 Justification of the Study.....	9
1.9 Conceptual framework	10
1.10 Definition of key terms and concepts.....	11
1.11 Conclusion.....	12
CHAPTER TWO: LITERATURE REVIEW	13
2.0 Introduction	13

2.1 Promotional approaches concept.....	13
2.2 Personal selling and the performance of telecommunication companies	14
2.3 Sales promotion and the performance of companies	15
2.4 Public relations and the performance of telecommunication companies.....	18
2.5 Advertising and the performance of telecommunication companies	19
2.6 Advertising media types and their effectiveness	22
2.7 Benefits of promotional approaches.....	24
2.8 Challenges facing promotional approaches.....	26
2.9 Conclusion.....	28
CHAPTER THREE: RESEARCH METHODOLOGY	29
3.0 Introduction	29
3.1 Research Design.....	29
3.2 Study Area.....	30
3.3 Study Population	30
3.4 Sample size and sampling techniques	30
3.4.1 Sample Size	30
3.4.2 Sampling Techniques	31
3.5 Data Sources.....	31
3.6 Data collection instruments.....	32
3.6.1 Interviews	32
3.6.2 Questionnaires	32
3.6.3 Documentary reviews.....	32
3.7 Quality assurance	33
3.7.1 Validity.....	33
3.7.2 Reliability	34
3.8 Measurement of variables	34
3.9 Data analysis and presentation	34
3.10 Ethical Issues.....	34
3.11 Limitations of the study.....	35
3.12 Conclusion.....	35

CHAPTER FOUR: PRESENTATION AND INTERPRETATION OF THE FINDINGS . 36

4.0. Introduction 36

4.1 Response rate..... 36

4.2 Bio- data on respondents 37

4.2.1 Gender of the Respondents 38

4.2.1 Gender of the Respondents 38

4.2.2 Age group of the Respondents 39

4.2.3 Marital Status of the Respondents..... 40

4.2.3 Marital Status of the Respondents..... 40

4.2.4 Education Qualification of Respondents..... 41

4.3 Personal selling and the Performance of Telecommunication Companies 43

4.4 Sales promotion and the Performance of Telecommunication Companies 47

4.5 Public relations and the performance of Telecommunication Companies..... 51

4.6 Advertising and Performance of Telecommunication Companies 55

4.7 Conclusion..... 59

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS..... 60

5.0 Introduction 60

5.1 Summary of the Findings 60

5.1.1 Personal Selling and the Performance of TCC..... 60

5.1.2 Sales Promotion and the Performance of TCC 61

5.1.3 Public Relations and the Performance of TCC 62

5.1.4 Advertising and the Performance of TCC..... 62

5.2 Conclusions 63

5.3 Recommendations 64

5.4 Areas for further study 65

REFERENCES 66

Appendices 70

Appendix I: Questionnaire for customers 70

Appendix II: Interview Guide for employees 75

Appendix II: Table for Determining Sample Size from a Given Population 77

LIST OF TABBLES

Table 3.1: Showing Samples Size Categories	31
Table 4.1 showing the response rate of the respondents	36
Table 4.2: Gender of the Respondents	38
Table 4.3: Showing the Age group of the Respondents	39
Table 4.4: Showing the Marital Status of the Respondents	40
Table 4.5: Showing the Education Qualification of Respondents	41
Table 4.6: Personal selling and the Performance of Telecommunication Companies	43
Table 4.7: Sales promotion and the Performance of Telecommunication Companies	47
Table 4.8: Public relations and the performance of Telecommunication Companies	52
Table 4.9: Advertising and Performance of Telecommunication Companies	56

LIST OF FIGURES

Figure 1.1: showing the Conceptual framework	10
Figure 4.1: showing the Gender of the Respondents	38
Figure 4.2: Showing the Marital Status of the Respondents	40

LIST OF ABBREVIATIONS

P S -	Personal Selling
PR-	Public Relations
S.P-	Sales Promotion
TCC-	Telecommunication Companies
UBOS-	Uganda Bureau of Statistics
TCC	Telecommunication companies
UTL	Uganda Telecom limited
UCC	Uganda Communications Commission

ABSTRACT

The study investigated the effect of promotion approaches in the performance of telecommunication companies. The specific objectives of the study were; To assess the role of personal selling in the performance of TCC, To examine the relationship between sales promotion and the performance of TCC; To evaluate the effect of public relations in the performance of TCC and To assess the role of advertising in the performance of TCC. The study adopted the case study design with quantitative and qualitative research techniques. A total sample size of 55 respondents from UTL was used. Self-administered questionnaires and face to face interviews were used to collect data. Data was coded and later processed and analyzed and presented using frequencies, percentages means and standard deviation. From the study it was revealed that personal selling had built profitable customer relationships. It was also observed that personal selling influenced buying of the product, it was a source of new product and idea generation, conveyed more information and the customers became more aware about the available product.

Additionally sales promotion promoted the products and services of the company, encouraged action and built the identity of the products, spoke out the current needs of consumers to receive more value from products and also promoted organization effectiveness through increased in profitability, It was further testified that advertising created awareness of the product and services and direct relationship between producers and customers, it persuaded clients to buying more products due to the adverts they saw, it provided more information about the product, created satisfaction of the perceived quality and enabled the clients to know more about the organisation. Finally, it was recommended that marketing managers of Uganda telecom should strategically select the best and affordable promotional tools that will not increase on the company cost leading to unexpected expenses and that the board of the organisation should fully invest in advertising, sales promotion, public relation and personal selling as they increase on the turnover of the company.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

Promotion is the direct way an organization attempts to reach its publics and is performed through the five elements of promotion mix including advertising, sales promotion, personal selling, public relations, and direct marketing (Czinkota & Ronkainen, 2004). With the growing competition in the telecommunication sector in Uganda, different promotional approaches have been adopted by telecommunication companies' in order to ensure effective marketing management of their services to their customers (Owaga, 2002).

This study was carried to examine how different promotional approaches affect the performance of telecommunication companies using Uganda Telecom as the case study. This chapter entailed the background of the study, the problem statement, broad objective, research questions, research hypothesis, significance of the study, its justification, scope of the study and the conceptual framework.

1.1 Background of the study

The complexity about promotional approaches in telecommunication sector is becoming an issue of vital importance in the business world today. This is the time when telecommunication companies are offering new and innovative services; frequently in the market. The content of promotional tools should help the customer in making most valuable decision. This can be firmly said that well designed promotional strategies are very important to promote telecommunication companies effectively. In marketing any product or service, customer satisfaction has been given prime importance. The most frustrating aspect of telecom marketing is the lack of management

support, lack of inter-departmental co-operation, crisis management, government intrusion and advertising and media problems (Berry et al., 2003).

Sarin (2007) observes that manpower in service organizations must work with the focus of satisfying the customer. Telecommunication companies should bring out the areas requiring improvement and which further illuminate the measures to improve the quality of services. Promotional packages are very important for service industry (Ananda & Murugaiah, 2003). Thus the orientation of telecommunication companies should be with a much wider focus in relation to customer and market needs, and the consequent marketing strategies. The challenges put forth by the changing environment have to be effectively tackled to identify the consumer needs and providing valuable services through product innovation (Raman, 2006). In telecommunication companies, the temporal and spatial dimensions are perceived as more important than traditional dimensions based on outcome and process elements (Kristina, 2006).

Kristina (2006) recommends that promotional strategies should be designed as per the nature of services to be promoted. The advertisers should seek a narrative approach to communicate the service experience rather than a logical, argumentative approach. Location convenience, speed of service, competence and friendliness of telecom personnel are also the most important points with maximum value in telecom services (Laroche et al., 2003). It has been generalized in studies that services marketing is more challenging than the advertising of tangible products (Ray & Suchetana, 2006). While formulating marketing strategy, a telecom companies should focus attention on; consumer sovereignty, attitude, responsiveness and personal skills of staff, revitalizing the marketing department, top management support to the marketing department and participation of marketing personnel in key telecom decisions (Kumar, 1991).

According to Peter (2003:8-5), 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.

Advertising is one of the promotional approaches. Advertising is any paid form of non-personal communication about an organization, good, service or idea by an identified sponsor (Berkowitz et al., 2000). Advertising is a highly public mode of communication. It is a persuasive medium that permits the seller to repeat a message many times. It provides opportunities for dramatizing the company and its products through artful use of print, sound and color. Advertising, unlike personal selling is impersonal. It carries a monologue message to the audience from an identified source (Owaga, 2002).

The usage of Coupons, rebates, samples and sweepstakes are a few examples of sales promotions which is also a promotional approach. The advantage of sales promotion is that the short term nature of these programs (such as coupon or sweepstakes with an expiration date) often stimulates sales for sales for their duration. Offering value to the consumer in terms of a cent-off coupon or rebate provides an incentive to buy. Sales promotions cannot be the sole basis for a campaign because gains are often temporary and sales drop off when the deal ends (Berkowitz et al., 2000).

Trade Promotions may also be offered when telecommunication services such as free calls and free short messages are provided through third parties like retailers or automobile distributors. Within telecommunication companies, incentives are being increasingly offered for superior

performance. Many telecommunication companies now offer bonuses for meeting sales objectives or other incentives such as contests, free goods and bonus airtime. Promotions attract deal-oriented consumers who are likely to switch telecommunication companies rather than new long term accounts (Channon, 1985). Public relations is building good relations with the company's various publics by obtaining favorable publicity, building up good corporate image, and handling or heading off unfavorable rumors, stories and events (Kotler & Armstrong, 2005). Publicity is a non-personal, indirectly paid presentation of an organization good or service. It can take the form of a news story, editorial or product announcement (Berkowitz et al., 2000). The key objective of publicity is to obtain editorial coverage, as distinct from paid space in media seen by the telecom company desired customer base. Public relations are more of a background activity and are designed to enhance the telecom company position with specifically targeted audiences (Channon, 1985). Personal Selling is a face to face presentation and promotion of products and services. There is a direct interaction between the firms' sales employees and customers (Thuo, 2008).

With the complete liberalisation of the telecommunications sector in Uganda, in August 2006, (ICT Ministerial Policy statements) the telecommunications market has seen more Operators being licenced. According to Uganda Communications Commission (UCC), by September 2009, there had been 38 licensed operators with five of those holding major Licences for infrastructure and service provision allowing them to deliver mobile Telecommunication services.

The major licence holders are MTN Uganda, Uganda Telecom, Airtel Uganda, Warid Telecom and Orange Telecom. The market has become increasingly Competitive with tariffs and connection costs significantly dropping to 3/= per Second across all networks. (New Vision,

Wednesday, 29th.September.2010) while 1/= per second is being charged for calls within the same network. (The daily Monitor, Tuesday, 10th, November, 2010)This price war has led to a significant increase in the promotional expenditure for these companies since it is the most available tactical strategy to compete in the already volatile Market.

According to MAAD Advertising agency, 2009, promotional costs for telecoms increased to up to 132 Billion Shillings annually. According to MAAD, an estimated 40% of this marketing spend is for sales promotions and the 60% is product and brand advertisement. While Telecom companies have invested all this much, the subscriber base is still growing and currently stands at only 13.5 million Ugandans of which six million Ugandans have more than one sim card. While MTN Uganda boasts of a record 6,215,000 subscribers by the end of October 2010, the UCC Market Survey October 2010 indicates that less than half the number has used the network for the past five years. Airtel Uganda recorded 2,250,000 Customers by the end of October 2010 while an internal record from their marketing department shows that the retention and loyalty drive which closed in August 2010 registered 750,000 loyal customers. (Those who have used Airtel lines for the past five years) UTL registered 2,150,000 customers of which the UCC Market survey report of October 2010 indicated 650,000 loyal customers.

Surprisingly, while the individual companies continue to register increased sales volume in terms of telephone lines, the usage period for telephone lines acquired is less than five months, meaning that customers only respond because of the short time rewards that come from different promotional offers. Once the offer ends, the customer will switch to another network with better rewards and promotions. This leaves very small numbers of loyal customers on each individual network thus affecting the performance of these telecommunication companies.

1.2 Problem statement

Confronted with the fierce competition in today's telecom sector, a number of promotional marketing strategies ranging from aggressive sales tactics, telemarketing, direct mail, door-step selling, radio advertisements, Television advertisements and sales promotions have been implemented to achieve a competitive edge/performance (Peng and Wang, 2006).

Despite the use of these promotional strategies, telecommunication companies have only improved their profits and sales in their first years of operation, but with less competitiveness ability in the industry. This is explained by the rapid market capture by the new telecom entrants which provide affordable products and services to customers. Examples of these entrants include Smart telecom, K2 telecom, Sure telecom, Smile telecom and the newest entrant Vodafone Uganda. Whereas the company's market share in the telecom sector can increase by 10% when promotional approaches are emphasized, there is a substantial 20% reduction in the market share if these are not catered for. Therefore, without a more systematic and analytical investigation into the promotion approaches, companies will be unable to gain and maintain a competitive advantage thus affecting the performance of telecommunication companies. Therefore the study investigated the contribution of promotional approaches to the performance of telecommunication companies.

1.3 Objectives of the study

1.3.1 Broad objective of the study

To determine the effect of promotion approaches in the performance of telecommunication companies.

1.3.2 Specific objectives

- i. To assess the role of personal selling in the performance of TCC
- ii. To examine the relationship between sales promotion and the performance of TCC
- iii. To evaluate the effect of public relations in the performance of TCC
- iv. To assess the role of advertising in the performance of TCC.

1.4 Research Questions

- i. What role does personal selling play in the performance of TCC?
- ii. What is the relationship between sales promotion and the performance of TCC?
- iii. To what extent do public relations and advertising techniques affect the performance of TCC?
- iv. What is the role of advertising in the performance of TCC?

1.5 Research Hypothesis

There is a positive and significant relationship between promotional approaches and performance of TCC's

1.6 Scope of the study

1.6.1 Geographical scope

The study was conducted from within Kampala district the central part of Uganda telephone house plot2A-4A Speke road.

1.6.2 Content of the scope

The study examined the effect of promotion approaches on the performance of telecommunication companies. The dimensions of the independent variable were sales

promotion, personal selling, advertising and public relations. Then the performance of telecommunication companies was measured through sales growth, market share and profitability.

1.6.3 Time scope

The data collected for the study ranges between the years 2012 to 2015. This is so because it may be difficult to get accurate data for the period before this time.

1.7 Significance of the study

Promotional approaches are extremely important in the running of companies and the growth of business in general.

To business owners, it will enable them to acquire knowledge to help them run their businesses in a sustainable way thereby enabling them to grow larger. This growth of businesses will result in the earning of higher incomes through knowing which advertising strategies to invest in and how to use them to bring about positive performance

It will also widen the researcher's knowledge about promotional approaches and the performance of companies.

It will also be of help to the students of Uganda Martyrs University when making research in this field.

1.8 Justification of the Study

The urgent need to develop a better understanding on promotion approaches and how they affect the performance of companies is the main reason as to why the researcher chose this field of study.

The study also will help fill the knowledge gap especially in promotion approaches in the running of companies.

Many companies do not find a need to carry out effective promotional approaches, either due to ignorance of the techniques to use or lack of interest.

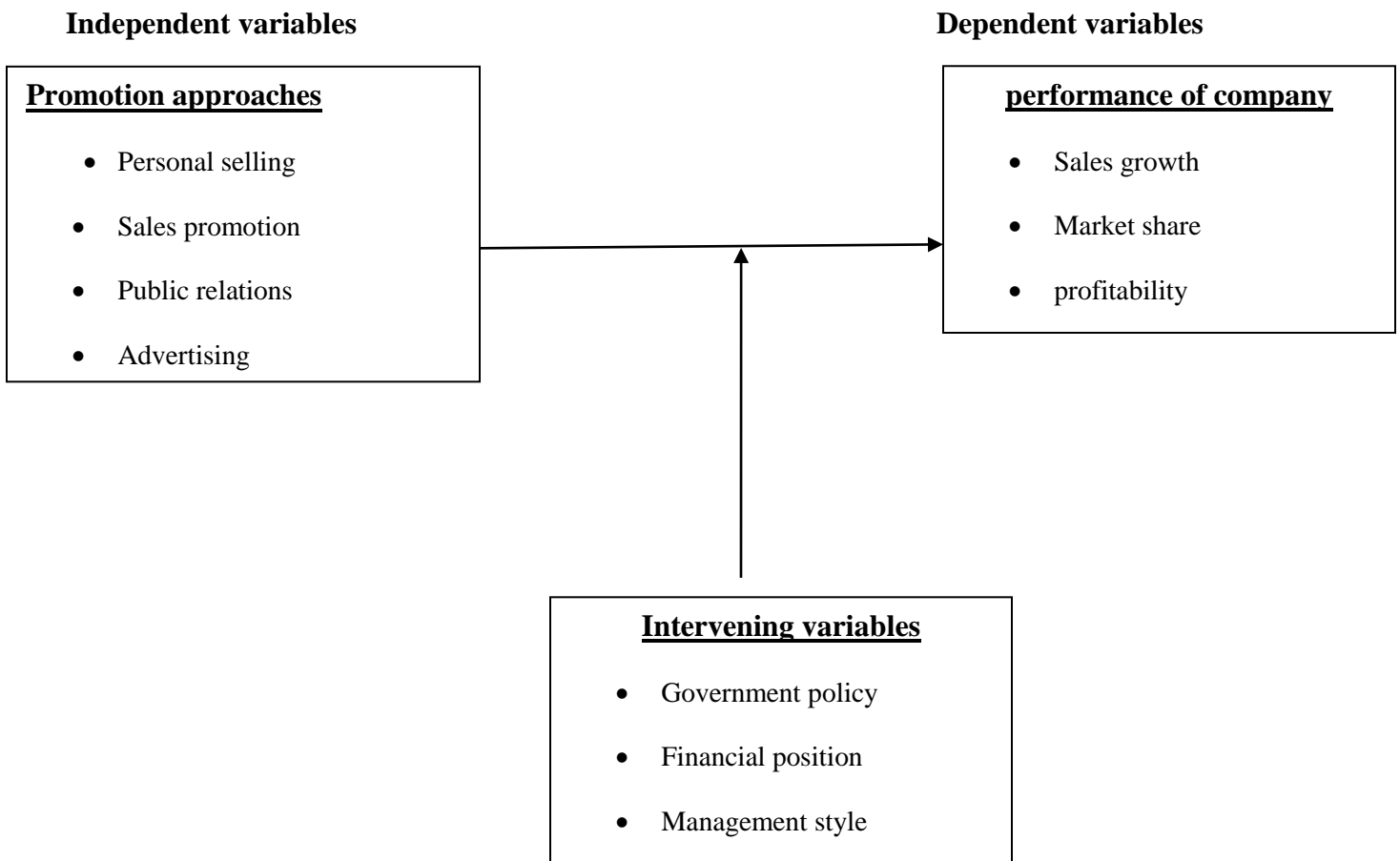
There is therefore an urgent need to create awareness about promotion approaches not only in larger organizations but in SME's as well.

1.9 Conceptual framework

Figure 1.1: showing the Conceptual framework

Obi(2002) (Obi, 2002) described promotion approaches as an activity that becomes necessary as a supplement to performance Sales promotion, personal selling, advertising and public relations are part of promotion mix, which are used to influence and persuade the customers to buy the goods.

The variables are interrelated as shown below;



Source; Adopted and modified from Obi (2002)

The study covers promotional approaches as the independent variable, and performance of telecommunication companies as the dependent variable.

Promotional approaches were measured by personal selling, sales promotion, public relations and advertising and performance of telecommunication companies was measured by, sales growth, profitability and market share.

The conceptual framework above depicts the relationship between sales promotion, personal selling and public relations and to which extent they have influenced the performance of TCC.

The dependent variable occurs as a result of the independent variable while the intervening variable affects both the dependent and independent variable

1.10 Definition of key terms and concepts

Advertising is any paid form of non-personal communication of ideas or products in the media like radio, cinema halls, television and the press (Jobber 2007).

Personal selling is a face to face communication to inform customers about and persuade them to buy the organizations' products (Peter 2004)

Sales promotion is a promotion tool that creates immediate action preferably a sale. (Wells 1998).

Public relations is communication to build and maintain a favorable image for an organization and maintain the good will of its many publics and explain its goals and purpose. (Etzel 1997)

1.11 Conclusion

In conclusion, this chapter summarizes the background of the study, statement of the problem, objectives, and research questions, scope of the study, justification of the study, significance, conceptual framework and the definition of key terms.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter presented a review of related literature on the effect of promotion approaches in the performance of telecommunication companies. It focused on the information that was related with the topic as cited from different texts in books, journals and reports. The literature is presented based on the following objectives; the role of personal selling in the performance of TCC, the relationship between sales promotion and the performance of TCC, effect of public relations in the performance of TCC and the role of advertising in the performance of TCC.

2.1 Promotional approaches concept

Promotion is the direct way an organization tries to reach its publics. This is performed through the five elements of the promotion mix including advertising, sales promotion, personal selling, public relations and the direct marketing (Czinkota & Ronkainen, 2004). With the growing importance of the financial sector, pressures are escalating for more effective marketing management of the financial services. Despite the recent recessions, the financial services sector is continuing to grow in terms of turnover and profits and thus, has a supreme impact on the other spheres of the economy. Consequently, there is currently growing interest in applying marketing techniques and tools in telecom industry service provision (Meidan, 1996). In spite of major changes on the market of financial institutions, there are indications that telecom companies have not yet successfully embraced the marketing philosophy or achieved levels of its implementation consistent with satisfied customers.

2.2 Personal selling and the performance of telecommunication companies

According to Kotler and Armstrong (1999:423), today, for most companies, personal selling plays an important role in building profitable customer relationships. It's more flexible than other advertising tools for sales people can tailor their presentations to meet the needs and behavior 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 equaling eight to fifteen percent of sales a reason as to why Peter, (2004:129) 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.

Through the efforts of a successful sales person, a company can 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 percent of new product and idea generation.

Peter, (2004:130) documents that personal selling is basically the objectives 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. 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 Peter, (2004:130) 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. According to (Kotler, 1999) the role of personal selling differs from company to company. Some companies have no sales people at all like those that sell online. Though personal selling is taken on by most companies, on the other hand its costly, the cost of developing and operating sales person is high. A company may find it difficult to attract the quality of people to do the job.

2.3 Sales promotion and the performance of companies

Sales promotion, a key ingredient in marketing campaigns; the need to promote a product, service or an idea cannot be over emphasized. Obi (2002) described sales promotion consists of the related promotional activities that are necessary to supplement personal selling. Some of these include distribution of sample products to customers, exhibitions, or demonstration of products at stores or trade fairs or shows and preparation of printed materials used by sales people or for point-of- sale displays. A combination of the above variables defines a firm's promotional programme that hopes to influence consumers to patronize and become loyal to the organizations offering (Banabo and Koroy, 2011). Hence, promotion in marketing represents those tools that companies used to persuade their prospective consumers to buy their product or service.

Organization performance is a totality of organization goodness, a sum of such elements as production, cost performance, turnover, quality of output, profitability, efficiency and the like (Katz and Kahn, 1966). It is the ability of an organization to achieve its objectives and meet the needs of its various stakeholders (Khandwalla, 1995). Sales promotion can promote organization effectiveness through increase in profitability from higher sales. (Okoli2011:236) explains that the “essence of setting up a business organization is to make profit.

When a marketer increases the value of its products or services by offering an extra incentive to purchase it, this is what we call sales promotion. It encourages action and builds the identity and awareness. Moriarty, et al,(2009:528) While advertising is designed to build long term brand awareness, sales promotion is primarily on creating action. Until 1980s, promotional approaches were the dominant player in marketing communication arena but during the 1980s more marketers found themselves diving immediate bottom line by the use of sales promotion. As a result, in the 1980s and particularly in the 1990s the budget share switched from sixty percent advertising and forty percent sales promotion (S.P) to the revenue forty percent advertising and sixty percent S.P. Companies have continued to grow in the 2000s, however with a total S.P expenditure of more than forty four billion pounds reported in 2007. A promo magazine, 2007 industry trends report found two thirds of all firms now plan S.P as part of their overall advertising strategy. It is seen that most companies spend more on S.P stem from the pressure for short term profits and the need for accountability for marketing communication efforts. S.P are relatively easy to evaluate in terms of their impact on sales.

According to Peter (2003:8-5), over the past two decades, the popularity of sales promotion 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. S.P accountability is that it is relatively easy and quick to determine whether a sales promotion strategy has accomplished its objectives because there is an immediate response of some kind. From the consumer's perspective, it speaks to the current needs of consumers to receive more value from products and it responds to market Place changes (Moriarty, 2009:530)

Recent company experiences with various forms of sales promotion also appear to be generally favorable. For example brands participating in intercompany cooperative S.P are reported to have benefited to varying degrees in the term of increased sales, profits, and greater return on investment. Though S.P creates immediate Wells, (1998) action and adds value to the company's products, or services, they can't be the sales basis for a company because gains are often temporarily and sales drop off when the deal ends. Besides, when S.P are conducted continuously, they lose their effectiveness.

However, Sales Promotion consists of short term incentives to encourage the purchase or sales of a product or service. That is to say it offers reasons to the customer to either buy more of the product or acquire more of the service, (Kotler2014). Today, in the averaged consumer packaged Goods Company, sales promotion accounts for 73 percent of all marketing expenditures. Several factors have contributed to the rapid growth of sales promotion particularly in customer makes. First, inside companies, product managers face greater pressures to increase current sales and they view promotion as an effective short run sales tool. Second, externally, the company faces more competition and competing brands are less differentiated. Increasingly, competitors are

using sales promotion to help differentiate their offers. Third, advertising efficiency has declined because of rising costs, media clutter and legal restraints. Therefore in order to attract today's more thrift oriented consumers (demanding lower prices and beer deals) one has to employ sales promotion.

2.4 Public relations and the performance of telecommunication companies

This is another major mass promotion tool, public relations consist of activities designed build good relations with the company's various publics. PR is used by companies to build good relations with customers, investors the media and the communities (Kotler, 2014). 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 PR 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.

According to Etzel, et al (1997:502) he stresses that 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. 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. Thomas, (1993)They are typically designed to build or maintain a favorable image for an organization with its various public customers, prospects, stake holders, the local community and the government.

Public Relations can be achieved in ways like supporting charitable organizations and participating in community service events (Etzel, 1997). Unlike other promotion tools, public relations are concerned primarily with people outside the target market, although it may include them at some point.

2.5 Advertising and the performance of telecommunication companies

According to Peter (2003:-5), 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. 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. It can be costly: for example, television adverts at prime time are very expensive. In addition, businesses cannot completely control who sees or hears their adverts or how they respond.

Advertisement as a promotion tool is a process of promoting a particular brand or product. Through advertisements, a product gains popularity. A products success is mainly dependent on how it has been presented in front of its consumers. Strategies chose 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. Organizations term this as a profitable investment

as this is a form of expense that helps in boosting product sales (Aaker, Batra & Myers, 1992).

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 (Menon & Soman, 2002).

Advertisements are a huge part of media today. This process of promotion has evolved over the years. At present, advertisements are not made to promote a product, but they are made to influence peoples taste and minds. The main focus of advertisements now is to leave an impact on the consumers 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 behavior. According to research there are three different dimensions that affect human beings opinion; these are selective attention, selective retention and selective distortion (Loewenstein, 1994).

According to the research carried out in Nigeria, it was recognized that competition among several telecom operators is expanding as they seek new business growth and customer retention techniques to maintain and acquire higher market share through the use of various advertising strategies. Therefore, operators are assertively driving placement of network infrastructure, which is however pushing investments in Nigeria's telecoms sector. The research also shown that different telecommunication companies prefer promotional strategies and attractive customer

care services that pull and maintain already subscribed customers. (Tella et al, 2007).

Currently, MTN, Airtel, Orange and Uganda Telecom lead the telecommunication industry in Uganda According to (UCC,2012), MTN holds over 46% of the market share while Airtel holds over 32% of the market share having two dominant market share holders, the remaining percentages is shared by other telecom companies. This makes MTN the number one leader while Airtel which was recently merged with Warid the second leader in the telecom industry. As a call to increase its market share, Airtel and Warid merged together to be as one company under the brand name of Airtel.

Advertising is a key part of overall performance of telecommunication companies, which is concerned with developing plans for finding out what customers want and then effectively meeting their requirements. UTL marketing aim is to attain market leadership, network quality and maximize the customer satisfaction. The strategy used by UTL is customer focused, promotions, discounts, personal selling and product led in terms of customer care services; the company is continually developing new products and services which utilize the latest technological advances. The aim is extended to provide the customers with e value added services and also competitive charges to the existing customers. (Garland and Brooksbank2008) stress out how advertising strategies play a significant role on consumer buying behavior thus the performance of an organization (telecommunication companies). Advertising strategy is a campaign developed to communicate ideas about the product and services to potential customers for convincing them to buy those products or services. They further argue that the advertising strategies should be built in a rational and intelligent manner which will reflect business

consideration like overall sales maximization, brand recognition and other organizational objectives such as public image enhancement, market share growth.

Despite the integral role played by Advertising strategies in ensuring that it delivers its contribution to the economic benefit and the performance of telecommunication companies. There is inefficiency in use of advertising strategies in the creation of awareness, (marketing) attraction and maintenance of consumers being a major problem. According to (Kola and Akinyele2010), organizations still have a very poor understanding of the role of advertising strategies with customers in attracting and maintaining prospective and present customers.

2.6 Advertising media types and their effectiveness

In today's media landscape where it's very difficult to shape consumers attitude and intentions and move them to next level of buying process, advertisers find it even more difficult and challenging to break through the clutter of competing advertisement. The advertising industry has experienced dynamic changes over the last several decades. The changes have been good in terms of Technology advancement, Medium and more methods to attract consumers and on Creativity (Mathias, 2010).

Jerry (2007) notes that unlike most of the business in the world, which are governed by numerous feedback loops, the advertising industry receives little objective, reliable feedback on its advertising. First, few ads and commercials are ever tested among consumers (less than one percent, according to some estimates). So, no one not agency or client knows if the advertising is any good.

Sen, (2009), pointed out that businesses have resorted to using television, as it still remains a favorite for the big brands to build awareness and pound away messaging. Television does remain a wonderful medium, when it is done right. Of course you not only have to pay for the production but the media as well.

Worth-noting is the Print media advertising; this remains the most popular form of advertising for restaurants. Now, I didn't say this is the most effective, however it remains popular since it is easy to execute. Newspapers and magazines have been working at great lengths to evolve and incorporate tracking (think QR codes) as well as creative ad units (Chintala, 2006).

Another form of media advertising is the usage of Billboards. Billboard advertising remains a useful medium for soft drinks and telecommunication companies especially in Africa. It is best when the message is concise, so keep the number of words to a minimum. Billboards can be helpful for directions, especially on highways and interstates (Sen, 2009),

Joshi, (2010), stressed that most corporate business for example banks normally use Email clubs and loyalty programs to stay in touch with their clients. When a customer database is used correctly it can be one of the most cost effective communication vehicles available to restaurants. Although the cost per piece can be expensive especially with postage costs continuing to rise, direct mail like email can be very effective when partnered with a well maintained database. Purchased databases are useful since you can target by demographics such as geography, past spending habits and credit card data.

Joshi, (2010), furthermore argues that in Africa, flyers have done a great job in advertising and promoting social events and political candidates. About as basic and easy to implement as you can get. Include an offer, your address (phone and website) and a call to action to help drive immediate results. This can be distributed at local businesses, office building and universities.

2.7 Benefits of promotional approaches

Public relations as a promotional approach involve marketing activities that raise the public's consciousness about a product, an individual or issue. (Shimp2000) explains PR simply as an organizational activity involved with fostering goodwill between a company and its various publics. Research has indicated that promotional budgets have recently increased tremendously

A study by (Stotlar2004) found that perceived public relations effect the consumer loyalty. Establishing PR with customers along with managing the brand image can create consumer loyalty. They further state that PR activities help the organization to create favorable image of the product and create trust among consumers and thus influence the attitude and perception. Moreover the brand image influences the positive relationship between perceived public relations and customer loyalty.

Customers believe in that a company with favorable brand will honestly handle the feedback, observations and queries of the customer and thus they advise the company to their family members and friends, and this word of mouth of the satisfied customers attract them towards the company's products and thus total sales is increased, (Stotlar, 2004).

Direct marketing specifically ensures sending a promotional message directly to consumers rather than via a mass medium. It is aimed at creating and exploiting a direct relationship between producers and their customers. The Direct Marketing Association (DMA) has defined direct marketing as an interactive system of marketing that uses one or more advertising media in acquiring a measurable response and/or transaction at any location. Similarly, direct marketing is described as the use of mail, fax, e-mail, or internet to communicate directly with or solicit response or dialogue from specific customers and prospects, (Kotler, 2010).

The most significant strength of personal selling is its flexibility. Salespeople can tailor their presentations to fit the needs, motives, and behavior of individual customers. As sales people see the prospect's reaction to a sales approach, they can immediately adjust as needed thus increasing the volume of sales in an organization (Kotler, 2010).

Personal selling also 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. 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 (McCarthy, 2003).

Advertising provides employment opportunities, creates standards in the course of competition, improves the living standards and entertain the audience. Advertising has many advantages to

marketers such as comparatively reasonable cost than that of other promotional mix elements, targeting large segment of population, establishing good relationship with potential customers, creating good image and promoting the reiterate purchase of the product or service, (Shimp, 2003).

Advertising or advertising is a form of communication for marketing and used to encourage, persuade, or manipulate an audience (viewers, readers or listeners; sometimes a specific group) to continue or take some new action. Most commonly, the desired result is to drive consumer behavior with respect to a commercial offering, although political and ideological advertising is also common. In Latin, *advertere* means “to turn toward (Shimp, 2003).

2.8 Challenges facing promotional approaches

According to the KPMG Report (2007) it points out that similar to the traditional consumer industries, the direct selling industry faces challenges in setting-up manufacturing facilities, dealing with import duties, etc. A daunting challenge for the direct selling industry in India is lack of regulatory clarity. Due to this, often direct selling companies are mistaken for fraudulent pyramid/ ponzi schemes. States like; Andhra Pradesh, Kerala, Sikkim and union territories like Chandigarh, have on several occasions mistook legitimate direct selling companies with fraudulent players because of absence of required regulatory clarification. Such uncertainty is likely impeding the growth and reputation of direct selling companies in India. In many cases, due to absence of clarity, representatives of the direct selling companies have been harassed by the local police and state governments. Such incidences tend to hinder the growth of the industry and can have an adverse effect on consumer confidence.

Toth et al, (1998) clearly states that cultural matters affect in international public relations. Its practice varies greatly around the globe through competing definitions of public relations and semantic nuances that suggest links to propaganda and persuasion. On a larger level, it's the cultural subtleties that alter not only definitions of public relations but also what it means to do public relations internationally. Culture represents the layers public relations must contend with to get to shared situations at the core of international public relations, whether building nations, attracting tourism, spurring economic growth, or quelling discord from opposition groups or nations. The layers of culture extend across international lines, from developed to developing countries, from democratic nations to authoritarian regimes. Although it's important to define public relations practice, such an endeavor can also limit theoretical scope.

Shimp, (2003) documents that advertising testing could provide a reliable feedback loop and lead to much better advertising, but many obstacles stand in the way. The great to better advertising is self-delusion. Most people in the advertising industry believe, in their heart-of-hearts, that they know what good advertising is and that there is no need for any kind of independent, objective evaluation. Agencies and clients alike often think that they know how to create and judge good advertising. Besides, once agencies and clients start to fall in love with the new creative, they quickly lose interest in any objective evaluation. No need for advertising testing. Case closed. Strangely, after 40 years of testing advertising, we cannot tell you if a commercial is any good or not just by viewing it. Sure, we have opinions, but they are almost always wrong. In our experience, advertising agencies and their clients are just as inept at judging advertising as we are. It seems that none of us is smart enough to see advertising through the eyes of the target audience, based purely on our own judgment.

2.9 Conclusion

It has been observed now that sales promotion includes those activities which not only develop the interest of the consumers but also enhance and support mass selling and personal selling. Which in turn help and compete and make the process of promotional activities more effective? It helps in offering something extra to the customers, which built the worth of the product over and above its normal cost (Huff and Alden 1998, Chandonet al. 2000).

As, we have seen that the theoretical and practical implications of the concept of promotion approaches have achieved a very high status in the marketing concept. The concept which was considered expensive once has shifted its stature towards effectiveness. The companies in today's time are moving beyond advertisement that is a paid form of promotional which has a wider coverage towards a mix blend of other form of promotional mix.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

In this section, the researcher intends to discuss the type and source of data required, the techniques of analysis and the criteria for the interpretation of the data collected, it describes the research design, sample size, the population study and area, and quality assurance of the findings. The researcher also showed the ethical issues and the limitations of the study.

3.1 Research Design

In finding out the role of promotion strategies in the performance of companies, the researcher used both the quantitative and qualitative research approaches. While using the qualitative approach, the researcher employed the case study design due to the fact that it's appropriate for this study since it investigates deeply into the phenomenon under the study then quantitative approach was used since it's the best approach to use when collecting statistical or and descriptive data. This study adopted a case study design considering both quantitative and qualitative approaches using structured questionnaires, interviews, the researcher used this design because it's most suitable and ideal when carrying out academic research.

According to Creswell et al. (2003), qualitative research helps in getting an in-depth analysis of the problem under the investigation and qualitative research was applied in order to describe current conditions or to investigate relationships, including effects relationships. In addition, it helped in answering questions concerning the current state of the subject under study.

3.2 Study Area

This study was conducted from UTL headquarters Kampala district .Kampala district lies within Buganda kingdom in central Uganda. Kampala district was chosen as the study area for my research because this is where the headquarters of Uganda telecom are found so this enabled the researcher to get firsthand information.

3.3 Study Population

Study population is defined by (Amin 2005) as the aggregation of items or objects from samples are drawn, constituting the entire collection of observations to which study results generalize.

The study population was selected from Uganda Telecom in Kampala and these were approximately eighty employees and management all together. The employees had sufficient knowledge about the company which they provided to the researcher during the study.

3.4 Sample size and sampling techniques

3.4.1 Sample Size

The researcher used the Krejice and Morgan method in order to determine the sample size through. From the population of 80, a total of 55 respondents were selected using the probability simple random sampling method, and non-probability methods of purposive sampling criteria.

Table 3.1: Showing Samples Size Categories

S/N	Category	Sample size	Sampling Technique
1	Marketing Manager	5	Purposive
3	Employees	50	Simple Random Sampling
Total		55	

Source: UTL payroll Report, (2013)

3.4.2 Sampling Techniques

The researcher used both purposive and simple random sampling for selecting respondents. The researcher used the simple random sampling. This technique is appropriate for the study since it will give the researcher the approximate number of the sample. Employee respondents were randomly selected because of their large population while purposive sampling was subjected to the Marketing Managers since they also had relevant information regarding this topic under investigation.

3.5 Data Sources

The researcher used primary sources like questionnaires and interviews. This source was appropriate for the study since it explored the originality of the data through the gathering of information from the marketing manager, employees, and the customers. The secondary sources like documentary reviews, books and, journals were used and this source enabled the researcher to supplement on the study of the research that would have been collected from the primary sources.

3.6 Data collection instruments

The researcher intended to use a number of instruments to collect data. These were

3.6.1 Interviews

Interviews are open ended questions often administered to key informants so as to give them wide latitude to talk about the subject. The researcher conducted oral face to face interviews with the marketing managers. The interviews provided an opportunity for the researcher to interact directly with the respondents.. The interview guide was used to collect qualitative data. Interviews enabled the researcher to get to the in-depth of the data and dig out more information that may not be obtained through other instruments.

3.6.2 Questionnaires

This is a formulated written set of questions that were used to obtain information about the study objectives from selected respondents. Questionnaires were used to collect quantitative data, from the other employees. These were designed by the researcher and then issued to the employees of UTL. This method was appropriate for this study since it generated data that may not been disclosed by some respondents when using other instruments like to face to face interview yet it could be disclosed through questionnaires in a short time and it saved time.

3.6.3 Documentary reviews

These were through reports like company reports, UBOS reports, and scholarly books. This instrument enabled the researcher obtain unbiased or information that is not manipulated.

3.7 Quality assurance

Melville and Goddard (cited in Mboniyane 2006) define reliability as consistencies of measurements whereas validity as an instrument that measures what they are supposed to measure which is correct.

Patton (2001) states that validity and reliability are two features which any qualitative researcher should focus on while designing a study, analyzing the results and judging the quality of the study.

This was achieved in the following ways by the researcher;

- A letter of introduction was presented to the business owners from Uganda Martyrs University clearly stating the purpose of the study.
- The respondents were also assured of the privacy and confidentiality of the information they provided as well as guaranteeing their anonymity.

3.7.1 Validity

Validity is the extent to which a performance measures assess all the relevant aspects of job performance. The researcher considered accuracy of information given to test for validity, and error free. This enabled the researcher get access to accurate data.

3.7.2 Reliability

The researcher intends to adjust the sequence of questions and give them to respondents at different intervals or occasions to ensure consistency of the information that they would have presented. It enabled the researcher obtain unbiased information. According to Chronbach (1953) reliability measures the degree to which a research instrument yields consistent results

3.8 Measurement of variables

The likert scale used to measure variables. The choices on the likert scale are strongly agree, disagree, agree, and strongly agree. This measurement is flexible and easy to manage than other measurements. (Bakkabulindi, 2001)

3.9 Data analysis and presentation

Quantitative data collected was checked for accuracy through sequences and calculating it into percentages, then displayed graphically and then analyzed using statistical packages. Qualitative data on the other hand was edited and then put into meaningful and exhaustive categories and descriptions used where necessary. This enabled the researcher categorize the data according to the study and the research objectives.

3.10 Ethical Issues

The researcher asked for permission from the management of Uganda Telecom and Uganda Martyrs University so as to get access to the required information. The researcher too informed the respondents' about how confidential their information would keep and if it is to be disclosed,

it would be for academic purposes only. The researcher did not plagiarize but rather gave credit to all sources of data obtained.

3.11 Limitations of the study

The sources of data the researcher used were not giving clear information on the dependent variable. This was solved by using the information of companies in general and not specifically on TCC.

Some information was not clear on internet; this disabled the researcher from citing using websites. This was solved by relying more on text books and other citations b different authors.

3.12 Conclusion

In conclusion, this chapter summarizes the methods which the researcher intended to use to collect and assess data considering the research design, the size of the study population, the sampling techniques to be used, the ethical considerations and study limitations.

CHAPTER FOUR: PRESENTATION AND INTERPRETATION OF THE FINDINGS

4.0. Introduction

This chapter presents the findings of this study. It highlights the characteristics of the respondents and presents the findings that were generated from interactions the findings on the effect of promotional approaches in the performance of companies” with a specific reference to Uganda Telecom. The study was based on the objectives and the following results were established;

4.1 Response rate

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

Table 4.1 showing the response rate of the respondents

Instruments administered	Frequency (F)	Percentage (%)
Questionnaires	50	90.9
Interviews carried out	5	9.1
Total Sample	55	100.0

Source: Research data (2015)

Table 4.1 has demonstrated the distribution of the respondents according to the instruments used by the researcher that, (90.9%) of the targeted respondents participated by answering the questionnaires whereas (9.1%) participated by giving responses during the interview. The

outcome from the table shows an effective and influential participation that depicted a successful data collection leading to compilation of a report with enough information.

Therefore the response rate was 100 calculated as follows; the researcher sent 55 questionnaires which were filled by 55 respondents. All the questionnaires were dully filled and picked by the researcher from the respondents. This implies that the study realized 100% response. The data in the questionnaires was organized and entered then analyzed using mean and standard deviation. This analysis has further been discussed in this chapter as shown.

4.2 Bio- data on respondents

The study involved 55 respondents. They included the 5 marketing managers and clients of Uganda Telecom, Kampala and they were categorized as shown in Table 4.2 below. General characteristics of the respondents were explored as shown in tables and figures below. They include Gender, Age group, Marital status and Education qualification.

4.2.1 Gender of the Respondents

4.2.1 Gender of the Respondents

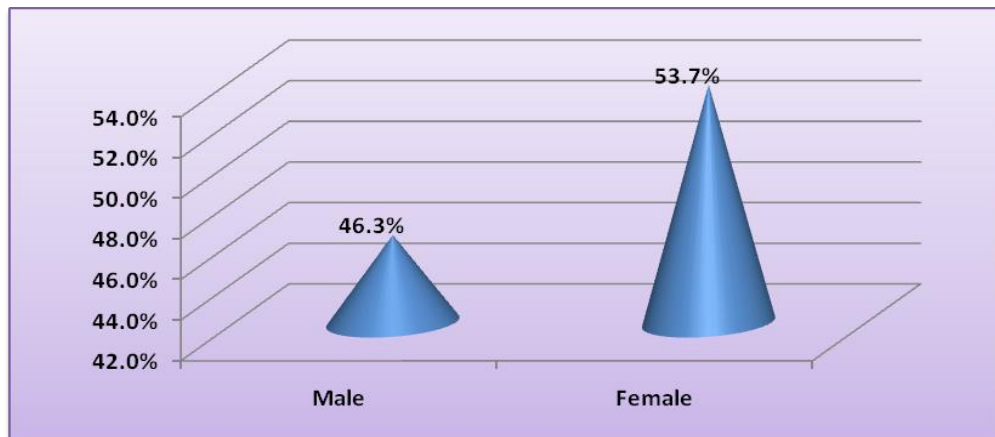
Table 4.2: Gender of the Respondents

Valid	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
	Male	25	43.6	43.6	43.6
	Female	30	53.7	53.7	100.0
Total		55	100.0	100.0	

Source: Primary Data 2015

Results from table presented that the majority (53.7%) of the respondents were males while the minority (46.3%) were the minority. This can be further illustrated in the figure below.

Figure 4.1: showing the Gender of the Respondents



Source: Research data (2015)

Results from figure 4.1 presented that the majority (53.7%) of the respondents were males while the minority (46.3%) were the minority. This implied that there was gender imbalance as

observed from the percentage of men involved compared to the percentage of women involved. This also assisted the study to obtain information from distinct sides thus acquiring unbiased

4.2.2 Age group of the Respondents

Table 4.3: Showing the Age group of the Respondents

Valid	Education Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
	Below 20 years	9	16.4	16.4	16.4
	20 - 30 years	28	50.9	50.9	67.3
	31 - 40years	12	21.8	21.8	89.1
	Above 40 years	6	10.9	10.9	100.0
Total		55	100.0	100.0	

Source: Research data (2015)

Results from table showed that the majority (38.7%) of the respondents had 20-30 years, these were followed by (21.8%) who had years ranging from 31 – 40years, then (16.4%) of the respondents were below 30 years, whereas the minority (10.9%) of the respondents had years above 40. This implied that the largest portion of the respondents were still at youth stages and also depicted that the most users of Uganda Telecom services were youths. This data is also represented graphically as shown below.

4.2.3 Marital Status of the Respondents

4.2.3 Marital Status of the Respondents

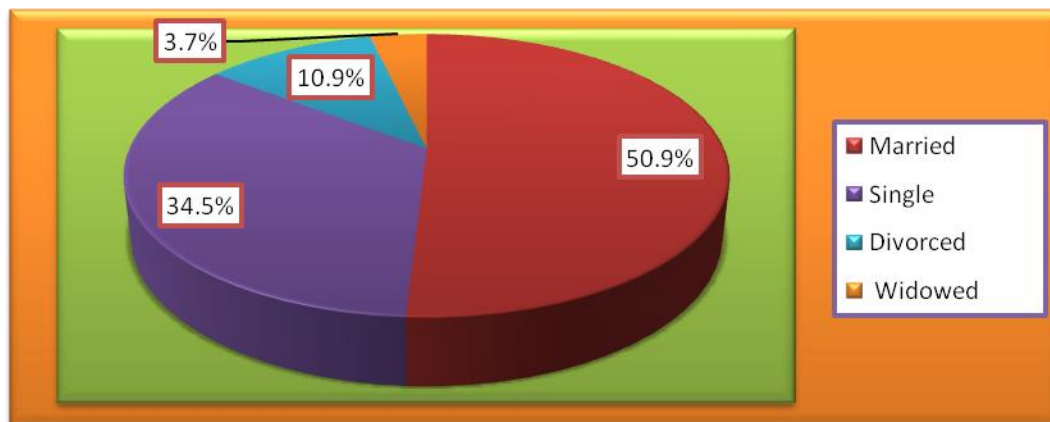
Table 4.3: Showing the Marital Status of the Respondents

Valid	Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
	Married	28	50.9	50.9	50.9
	Single	19	34.5	34.5	85.4
	Divorced	6	10.9	10.9	96.3
	Widowed	2	3.7	3.7	100.0
Total		55	100.0	100.0	

Source: Research data 2015

According to table above, it was presented that the majority (50.9%) of the respondents at Uganda Telecom were married, (34.5%) of the respondents were single, (10.9%) of them had divorced whereas the minority (3.7%) of the respondents were widowed. This can be further illustrated in the figure below;

Figure 4.2: Showing the Marital Status of the Respondents



Source: Research data 2015

According to figure above, it was presented that the majority (50.9%) of the respondents at Uganda Telecom were married, (34.5%) of the respondents were single, (10.9%) of them had divorced whereas the minority (3.7%) of the respondents were widowed. It was witnessed from the above figure that the most respondents were married implying they had various responsibilities and roles to play in their families. This helped the researcher to obtain unbiased data since information was received from people with distinct family status.

4.2.4 Education Qualification of Respondents

Table 4.5: Showing the Education Qualification of Respondents

Status		Frequency (F)	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Certificate	14	25.5	25.5	25.5
	Diploma	9	16.4	16.4	41.8
	Degree	27	49.1	49.1	90.9
	Masters	5	9.1	9.1	100.0
	Total	55	100.0	100.0	

Source: Research data (2015)

According to the results from table above, it is presented that the most respondents that is (49.1%) were degree holders, these were followed by (25.5%) of them who had attained a certificate only, then (16.4%) of the respondents had a diploma while the minority (9.1%) were having a Masters degree. It also implied that all the clients and the marketing managers at Uganda

telecom had attained some education implying that responding to the questionnaires was an easy task that would not take too much time. This helped the researcher to collect data and compile final report in the shortest possible time.

4.3 Personal selling and the Performance of Telecommunication Companies

The first objective of the study was to assess the role of personal selling in the performance of TCC. The findings were presented, analyzed and interpreted in percentages, frequencies and mean and standard Deviation as indicated below. They are categorized on how the respondents strongly agree, (SA), agree (A), neutral (N), disagree (D) and strongly disagree (SD), Standard Deviation (STD)

Table 4.6: Personal selling and the Performance of Telecommunication Companies

Personal Selling and Sales Performance	SA		A		NS		D		SD		Mean	STD
Personal selling has built profitable customer relationships.	19	38.0%	22	44.0%	3	6.0%	2	4.0%	4	8.0%	3.65	0.871
It creates a customers' main link in the organization	31	62.0%	14	28.0%	2	4.0%	0	0.0%	3	6.0%	4.23	1.122
It has more impact on buyers since the customer can learn what he needs to know right then and there	21	42.0%	21	42.0%	3	6.0%	4	8.0%	1	2.0%	4.01	0.978
It influences buying of the product.	16	32.0%	32	64.0%	0	0.0%	2	4.0%	0	0.0%	3.92	0.768
It is a source of new product and idea generation.	25	50.0%	17	34.0%	3	6.0%	3	6.0%	2	4.0%	4.11	1.103
It can also convey more information with personal selling.	27	54.0%	18	36.0%	1	2.0%	3	6.0%	1	2.0%	4.14	0.982
The customers are more aware about the product	30	60.0%	17	34.0%	0	0.0%	1	2.0%	2	4.0%	4.20	0.781

Source: Research data (2015)

The findings of the study indicated that the majority (44.0%) of the respondents agreed that the personal selling had built profitable customer relationships, those were followed by (38.0%) who strongly agreed, (6.0%) of them were not sure whether personal selling had built profitable customer relationships while (4.0%) and (8.0%) disagreed and strongly disagreed respectively. The mean score of 3.65 and Standard Deviation of 0.871 implied that most of the respondents were neutral that personal selling had built profitable customer relationships. This was in agreement with Kotler and Armstrong (1999) who mentioned that personal selling more flexible than other advertising tools for sales people can tailor their presentations to meet the needs and behaviour of different customers. This implies that companies can see clients' reaction to a particular sales approach and make the necessary adjustments on the spot.

According to the findings of the study, it was presented that the majority (62.0%) of the respondents strongly agreed that the personal selling created a customers' main link in the organization, (28.0%) of them agreed, (6.0%) strongly agreed while the minority (4.0%) of the respondents were not sure whether personal selling created a customers' main link in the organization. The mean score of 4.23 and Standard Deviation of 1.122 implied that most of the respondents strongly agreed that personal selling created a customers' main link in the organization. This was in agreement with the findings of the interview where one of the respondents stressed that;

“In fact the sales person is the company. Therefore it is imperative that companies take on this unique link”

In relation to the findings of the study, it was showed that the (42.0%) of the respondents strongly agreed that personal selling had more impact on buyers since the customer could learn

what he or she needed to know right then, (42.0%) of them agreed, (8.0%) strongly agreed (6.0%) of the respondents were not sure whether personal selling had more impact on buyers since the customer could learn what he or she needed to know right then while the minority (2.0%) of the respondents strongly disagreed. The mean score of 4.01 and Standard Deviation of 0.978 depicted that most of the respondents agreed that personal selling had more impact on buyers since the customer could learn what he or she needed to know right then. This was in agreement with the findings of the interview where one of the respondents pointed out that;

“Personal selling involved sales persons who physical contacted a customer and explained to the client all the information about the company as it was required”

The findings of the study indicated that the majority (64.0%) of the respondents agreed that the personal selling influenced buying of the product, those were followed by (32.0%) who strongly agreed while the minority (4.0%) of the respondents were not sure whether personal selling influenced buying of the product. The mean score of 3.92 and Standard Deviation of 0.768 implied that most of the respondents neutral that personal selling influenced buying of the product This was in line with the findings of the interview where one of the respondents pointed out that;

“Personal selling was characterised by various benefits and specifically the sales person took time to convince the buyer until he or she decided to purchase the company’s product”

From the findings of the study, it was also presented that the majority (50.0%) of the respondents strongly agreed that the personal selling was a source of new product and idea generation, those

were followed by (34.0%) who agreed, (6.0%) of the respondents were not sure whether personal selling was a source of new product and idea generation whereas (6.0%) and (4.0%) disagreed and strongly disagreed respectively. The mean score of 4.11 and Standard Deviation of 1.103 represented the (50.0%) who strongly agreed. This was in agreement with (Medha2006) who illustrated the importance of using sales people as an information resource and that in most companies, customer information got by these sales people act serves as a major source for up to ninety percent of new product

In addition to the above, the findings of the study indicated that the majority (54.0%) of the respondents strongly agreed that Uganda Telecom conveyed more information with personal selling, (36.0%) of them agreed, (2.0%) of the respondents were not sure whether Uganda Telecom conveyed more information with personal selling, (6.0%) disagreed while only (2.0%) strongly disagreed respectively. The mean score of 4.14 and Standard Deviation of 0.982 represented the (54.0%) who strongly agreed. This was in agreement with (Murugaiah2003) who stressed that sales person serves as the conduct through which information regarding improvement, applications or new issues can pass from the customer to the marketing department

More to the above, the findings of the study indicated that the majority (60.0%) of the respondents strongly agreed that with personal selling, the customers were more aware about the product, (34.0%) of them agreed, (4.0%) of the respondents strongly disagreed while the minority (2.0%) strongly disagreed. The mean score of 4.20 and Standard Deviation of 0.781 represented the (54.0%) who strongly agreed. This was in line with the findings of the interview where one of the respondents marked that;

“The best way to communicate to clients about the new products introduced within the company was through personal selling where sales persons talk and explain physically to the client”

4.4 Sales promotion and the Performance of Telecommunication Companies

The second objective of the study was to examine the relationship between sales promotion and the performance of TCC. The findings were presented, analysed and interpreted in percentages, frequencies and mean and standard Deviation as indicated below. They are categorized on how the respondents strongly agree, (SA), agree (A), neutral (N), disagree (D) and strongly disagree (SD), Standard Deviation (STD)

Table 4.7: Sales promotion and the Performance of Telecommunication Companies

Sales Promotion and Performance	SA		A		NS		D		SD		Mean	STD
Sales promotion promotes the products and services of the company	18	36.0%	28	56.0%	2	4.0%	2	4.0%	0	0.0%	3.41	0.672
. Sales promotion tools sensitize customer knowledge of the product	31	62.0%	16	32.0%	1	2.0%	1	2.0%	1	2.0%	4.28	0.970
Sales promotion promotes organization effectiveness through increased in profitability	17	34.0%	33	66.0%	0	0.0%	0	0.0%	0	0.0%	3.82	0.579
It encourages action and builds the	21	42.0%	22	44.0%	2	4.0%	1	2.0%	4	8.0%	3.38	1.125

identity of the products													
It stimulates the interest of the customers to purchase.	19	38.0%	21	42.0%	5	10.0%	3	6.0%	2	4.0%	3.32	1.213	
Sponsorships made me desire for the products and purchase them	25	50.0%	22	44.0%	0	0.0%	2	4.0%	1	2.0%	4.11	0.864	
it speaks out the current needs of consumers to receive more value from products	26	51.0%	19	31.0%	1	2.0%	1	2.0%	2	4.0%	4.12	1.024	

Source: Research data (2015)

From the findings of the study, it was also presented that the majority (56.0%) of the respondents agreed that the sales promotion promoted the products and services of the company, those were followed by (36.0%) who agreed, (4.0%) of the respondents were not sure whether sales promotion promoted the products and services of the company whereas (4.0%) disagreed. The mean score of 3.41 and Standard Deviation of 0.672 represented the (56.0%) who agreed. This was in agreement with Obi (2002) who mentioned sales promotion as a key ingredient in marketing campaigns and stressed that the need to promote a product, service or an idea cannot be over emphasized minus the use of sales promotion which consists of the related promotional activities that are necessary to supplement personal selling.

According to the findings of the study, it was presented that the majority (62.0%) of the respondents strongly agreed that the sales promotion tools sensitized customer knowledge of the product, (32.0%) of them agreed, (2.0%) of the respondents were not sure whether sales promotion tools sensitized customer knowledge of the product while (2.0%) and (2.0%) disagreed

and strongly agreed. The mean score of 4.28 and Standard Deviation of 0.970 implied that most of the respondents strongly agreed that sales promotion tools sensitized customer knowledge of the product. This was in line with the findings of the interview where one of the respondents noted that;

“Through sales promotion, sales person were tasked to sensitize and inform the clients about the uniqueness”

In relation to the findings of the study, it was indicated that the majority (66.0%) of the respondents agreed that the sales promotion promoted organization effectiveness through increased in profitability while the minority (34.0%) of the respondents strongly agreed. The statement had mean score of 3.82 and Standard Deviation of 0.579 depicted that most of the respondents had a positive thought that sales promotion promoted organization effectiveness through increased in profitability. This was supported by (Khandwalla1995) who incremented that it is the ability of an organization to achieve its objectives and meet the needs of its various stakeholders and for that matter Sales promotion could be the best option as it can promote organization effectiveness through increase in profitability from higher sales.

In regards to the findings of the study, it was showed that the majority (44.0%) of the respondents agreed that the sales promotion encouraged action and built the identity of the products, (42.0%) agreed, (4.0%) of the respondents were not sure whether sales promotion encouraged action and built the identity of the products while (2.0%) and (8.0%) disagreed and strongly disagreed. The statement had mean score of 3.38 and Standard Deviation of 1.125 depicted that most of the respondents were favour of a fact that sales promotion encouraged action and built the identity of the products. This was in agreement with (Moriarty 2009) who

stressed that while advertising is designed to build long term brand awareness, sales promotion is primarily on creating action

In addition to the above, the study findings presented that the majority (42.0%) of the respondents agreed that the sales promotion stimulated the interest of the customers to purchase, (38.0%) strongly agreed, (10.0%) of the respondents were not sure whether sales promotion stimulated the interest of the customers to purchase (6.0%) disagreed while the minority (4.0%) of the respondents strongly disagreed. The statement had mean score of 3.32 and Standard Deviation of 1.213 depicted that most of the respondents agreed. This was in line with Peter (2003) who marked that over the past two decades, the popularity of sales promotion has been increasing and the two reasons for this increased popularity undoubtedly the increased pressure on management for short term results and the emergence of new purchases by new clients

From the study findings, it was also indicated that the majority (50.0%) of the respondents strongly agreed that the sponsorships made them to have desire for the products and purchase, (44.0%) of them agreed, (4.0%) of the clients disagreed while the minority (2.0%) of the respondents strongly disagreed. The statement had mean score of 4.11 and Standard Deviation of 0.864 depicted that most of the respondents strongly agreed. This was in line with the findings of the interview where one of the respondents marked that;

“Due to sales promotion that involved selling at lower prices, customers who could not afford the product were also convinced to try by all means to purchase the product”

More to the above, the study findings presented that the majority (51.0%) of the respondents agreed that the sales promotion spoke out the current needs of consumers to receive more value from products, (31.0%) strongly agreed, (2.0%) of the respondents were not sure whether sales promotion spoke out the current needs of consumers to receive more value from products while (2.0%) and (4.0%) disagreed and strongly disagreed respectively. The statement had mean score of 4.12 and Standard Deviation of 1.024 depicted that most of the respondents agreed this was in line with the findings of the interview where one of the respondents noted that;

“Through sales promotion, the organisation was able to research and get details about their unmet needs and try to satisfy these specific needs”

4.5 Public relations and the performance of Telecommunication Companies

The third objective of the study was to evaluate the effect of public relations in the performance of. The findings were presented, analysed and interpreted in percentages, frequencies and mean and standard Deviation as indicated below. They are categorized on how the respondents strongly agree, (SA), agree (A), neutral (N), disagree (D) and strongly disagree (SD), Standard Deviation (STD)

Table 4.8: Public relations and the performance of Telecommunication Companies

Public Relations and Performance	SA		A		NS		D		SD		Mean	STD
Public relations build and maintain a favorable image.	24	48.0%	25	50.0%	1	2.0%	0	0.0%	0	0.0%	3.48	0.823
It builds good relations with the company's various publics.	21	42.0%	23	46.0%	1	2.0%	3	6.0%	2	4.0%	3.37	0.784
Public relations create more awareness of the product.	28	56.0%	16	32.0%	3	6.0%	2	4.0%	1	2.0%	4.18	1.230
It has a strong impact on public awareness relations at a much lower cost.	25	50.0%	19	38.0%	2	4.0%	1	2.0%	3	6.0%	4.11	1.051
It handles feedback and queries made by customers.	21	42.0%	24	48.0%	2	4.0%	1	2.0%	2	4.0%	3.42	0.932
Direct to consumer press releases persuaded me to by the products.	30	60.0%	17	34.0%	1	2.0%	0	0.0%	2	4.0%	4.23	0.921
it maintain the appearance of good exposure citizenship	23	46.0%	23	46.0%	2	4.0%	1	2.0%	1	2.0%	4.00	1.031

Source: Research data (2015)

From the study findings, it was also indicated that the majority (50.0%) of the respondents agreed that public relations built and maintained a favourable image, (48.0%) of them strongly agreed while the minority (2.0%) of the respondents were not sure whether public relations built and maintained a favourable image. The mean score of 3.48 and Standard Deviation of 0.823 depicted that most of the respondents strongly agreed. This was in agreement with Thomas, (1993) who pointed out that public relations are typically designed to build or maintain a favorable image for an organization with its various public customers, prospects, stakeholders, the local community and the government.

In regards to the findings of the study, it was shown that the majority (46.0%) of the respondents agreed that the public relations built good relations with the company's various publics, (42.0%) agreed, (2.0%) of the respondents were not sure whether public relations built good relations with the company's various publics while (6.0%) and (4.0%) disagreed and strongly disagreed. The statement had a mean score of 3.37 and Standard Deviation of 0.784 depicted that most of the respondents were in favour of the effect that public relations built good relations with the company's various publics. This was in agreement with (Kotler, 2014) who stressed that public relations is another major mass promotion tool, public relations consist of activities designed to build good relations with the company's various publics.

According to the findings of the study, it was indicated that the majority (56.0%) of the respondents strongly agreed that public relations created more awareness of the product, (32.0%) agreed, (2.0%) of the respondents were not sure whether public relations created more awareness of the product while (6.0%) and (4.0%) disagreed and strongly disagreed. The statement had a mean score of 4.18 and Standard Deviation of 1.230 represented (56.0%) of the respondents who

strongly agreed. This was in line with (Radebaugh2004) who noted that public relations can have a strong impact on public awareness relations at a much lower cost than other promotion tools

In relation to the findings of the study, it was showed that the majority (50.0%) of the respondents strongly agreed that public relations had a strong impact on public awareness relations at a much lower cost, (38.0%) agreed, (4.0%) of the respondents were not sure whether public relations had a strong impact on public awareness relations at a much lower cost while (2.0%) and (6.0%) disagreed and strongly disagreed. The statement had mean score of 4.11 and Standard Deviation of 1.051 represented (50.0%) of the respondents who strongly agreed. This was supported by the findings of the interview where one of the respondents mentioned that

“Within the activities carried out in public relations, the clients get to be aware about the company products at a relatively lower cost”

In addition to the above, it was indicated that the majority (48.0%) of the respondents agreed that public relations handled feedback and queries made by customers, (42.0%) agreed, (4.0%) of the respondents were not sure whether public relations handled feedback and queries made by customers while (2.0%) and (4.0%) disagreed and strongly disagreed. The statement had mean score of 3.42 and Standard Deviation of 0.932 represented (50.0%) of the respondents who strongly agreed. This was supported by the findings of the interview where one of the respondents mentioned that

“In addition to the good relations brought about public relations, questions, comments and any inquiries made by clients are handled by the public relations”

More to the above, it was also presented that the majority (60.0%) of the respondents strongly agreed that direct to consumer press released persuaded clients to buy the products, (34.0%) agreed, (4.0%) strongly disagreed while the minority (2.0%) of the respondents were not sure whether direct to consumer press released persuaded clients to by the products. The statement had mean score of 4.23 and Standard Deviation of 0.921 implied that most respondents strongly disagreed. This was supported by (Etzel1997) who incremented that 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.

The findings of the study showed that (46.0%)of the respondents strongly agreed that public relations maintained the appearance of good exposure citizenship and had a mean of 4.00 and standard deviation of 1.031, (46.0%) agreed, (4.0%) of the respondents were not sure whether public relations maintained the appearance of good exposure citizenship whereas (2.0%) and (2.0%) disagreed and strongly disagreed respectively. This was inline by the findings of the interview where one of the respondents mentioned that

“Public relations has helped the organisation to get widely known by most citizens around the country”

4.6 Advertising and Performance of Telecommunication Companies

The fourth objective of the study was to assess the role of advertising in the performance of TCC. The findings were presented, analyzed and interpreted in percentages, frequencies and mean and standard Deviation as indicated below. They are categorized on how the respondents strongly agree, (SA), agree (A), neutral (N), disagree (D) and strongly disagree (SD), Standard Deviation (STD)

Table 4.9: Advertising and Performance of Telecommunication Companies

Advertising and Performance	SA		A		NS		D		SD		Mean	STD
It creates builds awareness of the product and services	31	62.0%	13	26.0%	2	4.0%	1	2.0%	3	6.0%	4.23	0.672
Advertising creates direct relationship between producers and customers	22	44.0%	17	34.0%	6	12.0%	2	4.0%	3	6.0%	4.03	0.891
I was persuaded to buying more products due to the adverts I saw	19	38.0%	25	50.0%	1	2.0%	4	8.0%	1	2.0%	3.52	0.623
Advertising provides more information about the product.	30	60.0%	15	30.0%	4	8.0%	0	0.0%	1	2.0%	4.20	1.231
It creates satisfaction of the perceived quality.	18	36.0%	27	54.0%	0	0.0%	3	6.0%	2	4.0%	3.61	1.302
It highlights the importance of using the products and services	28	56.0%	18	36.0%	2	4.0%	0	0.0%	2	4.0%	4.12	0.709
It has enabled the clients to know more about the organization	21	42.0%	24	48.0%	1	2.0%	1	2.0%	3	6.0%	3.37	0.784

Source: research data (2015)

The findings of the study indicated that the majority (62.0%) of the respondents strongly agreed that advertising built awareness of the product and services, those were followed by (26.0%) who agreed, (4.0%) of them were not sure whether advertising built awareness of the product and services while (2.0%) and (6.0%) disagreed and strongly disagreed respectively. The mean score of 4.23 and Standard Deviation of 0.672 implied that most of the respondents agreed that

advertising built awareness of the product and services. This was in agreement with Peter (2003) who mentioned that advertising as a type of promotion usually delivers messages to a wide audience using the press, television, radio and the internet. This has increased awareness among the public about the company's products

According to the study findings, it was presented that the majority (44.0%) of the respondents strongly agreed that advertising created direct relationship between producers and customers, those were followed by (34.0%) who agreed, (12.0%) of them were not sure whether advertising created direct relationship between producers and customers (6.0%) strongly disagreed while the minority (4.0%) disagreed. The mean score of 4.03 and Standard Deviation of 0.891 implied that most of the respondents agreed that advertising created direct relationship between producers and customers

In relation to the study findings, it was shown that the majority (50.0%) of the respondents agreed that advertising persuaded to buying more products due to the adverts that clients saw, (38.0%) strongly agreed, (2.0%) of them were not sure whether advertising persuaded to buying more products due to the adverts that clients saw whereas (8.0%) and (2.0%) disagreed and strongly disagreed respectively. The mean score of 3.52 and Standard Deviation of 0.623 implied that most of the respondents agreed. This was in line with Devina (2010) who noted that advertising include some strategies that have the means of influencing people's minds and convincing them to purchase the product and the expenditures on advertisements are done on the long-term basis

In relation to the study findings, it was shown that the majority (60.0%) of the respondents strongly agreed that advertising provided more information about the product, (30.0%) agreed,

(8.0%) of them were not sure whether advertising provided more information about the product while the minority (2.0%) of the respondents strongly disagreed . The mean score of 4.20 and Standard Deviation of 1.231 implied that most of the respondents strongly agreed. This was in agreement with (Sen 2009) ho pointed out that businesses have resorted to using advertising through television, as it still remains a favorite for the big brands to build awareness and provides extended information about the company's products

In addition to the above, the study findings showed that the majority (54.0%) of the respondents agreed that advertising created satisfaction of the perceived quality, (30.0%) strongly agreed, (6.0%)of them disagreed while the minority (4.0%) of the clients strongly disagreed. The mean score of 3.61 and Standard Deviation of 1.302 implied that most of the respondents agreed

More to the above, study findings also presented that the majority (56.0%) of the respondents strongly agreed that advertising highlighted the importance of using the products and services, (36.0%) strongly agreed, (4.0%) of them were not sure whether advertising highlighted the importance of using the products and services whereas(8.0%)and (2.0%) disagreed and strongly disagreed respectively. The mean score of 4.12 and Standard Deviation of 0.709 represented (56.0%) of the respondents who strongly agreed. This was in line with the findings of the interview where one of the respondents mentioned that

“The messages through advertising via mass media like radios and televisions, they bring forth the “how” and “why” the product is used and it is important”

The study findings also indicated that the majority (48.0%) of the respondents agreed that advertising enabled the clients to know more about the organization, (42.0%) strongly agreed,

(2.0%) of them were not sure whether advertising enabled the clients to know more about the organization whereas(2.0%) and (6.0%) disagreed and strongly disagreed respectively. The mean score of 3.37 and Standard Deviation of 0.784 represented (48.0%) of the respondents who strongly agreed. This was in line with the findings of the interview where one of the respondents mentioned that

“Through holding press programs which are always held by the Marketing managers and one of the top managers, the company profile is well explained to the public”

4.7 Conclusion

Therefore in conclusion, data was presented analyzed using SPSS; findings were made and then eventually discussed using literature review in order to determine the effects of the different aspects of promotion approaches on performance of telecom companies.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

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

5.1 Summary of the Findings

5.1.1 Personal Selling and the Performance of TCC

The findings revealed that the majority agreed and strongly agreed that personal selling had built profitable customer relationships which gave a reflection that it was more flexible than other advertising tools for sales people can tailor their presentations to meet the needs and behaviour of different customers. It was also agreed on that personal selling created a customers' main link in the organization, had more impact on buyers since the customer could learn what he or she needed to know right then which meant that personal selling involved sales persons who physical contacted a customer and explained to the client all the information about the company as it was required

It was also revealed that the majority of staff of the company strongly agreed and agreed that personal selling influenced buying of the product and was a source of new product and idea generation which meant that the importance of using sales people acted as an information resource and that in most companies, customer information got by these sales people acted serves as a major source for up to ninety percentage of new product. It was also agreed on that

Uganda Telecom conveyed more information with personal selling and even the customers were more aware about the product which implied that the best way to communicate to clients about the new products introduced within the company was through personal selling where sales persons talk and explain physically to the clients Therefore answering the research question ”what role does personal selling play in the performance of TCC?”, Personal selling plays a big and significant role because it the best way to communicate to customers about the new products.

5.1.2 Sales Promotion and the Performance of TCC

The study revealed that majority of the respondents agreed and strongly agreed that that sales promotion promoted the products and services of the company which illustrated sales promotion as a key ingredient in marketing campaigns that also consists of the related promotional activities that are necessary to supplement personal selling. It was also agreed on that the sales promotion tools sensitized customer knowledge of the product, promoted organization effectiveness through increased in profitability where it was incremented that it is the ability of an organization to achieve its objectives and meet the needs of its various stakeholders and for that matter Sales promotion could be the best option as it can promote organization effectiveness through increase in profitability from higher sales. The findings also indicated that the most respondents agreed and strongly agreed that sales promotion encouraged action and built the identity of the products, it stimulated the interest of the customers to purchase and due to sales promotion that involved selling at lower prices, customers who could not afford the product were also convinced to try by all means to purchase the product. Sales promotion also spoke out the current needs of consumers to receive more value from products implied that through sales promotion, the organisation was able to research and get details about their unmet needs and try to satisfy these

specific needs. Therefore the relationship between sales promotion and the performance of TCC is significant one due to the information given above thus answering, “what is the relationship between sales promotion and performance of TCC?”

5.1.3 Public Relations and the Performance of TCC

The study further revealed the majority of the respondents agreed and strongly agreed that public relations built and maintained a favourable image implying that public relations were 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 and also public relations built good relations with the company’s various publics which made it major mass promotion tool, public relations consist of activities designed build good relations with the company’s various publics. The study of the findings also revealed that most of the respondents strongly agreed and agreed that public relations created more awareness of the product and had a strong impact on public awareness relations at a much lower cost than other promotion tools. More to the above, within the activities carried out in public relations, the clients get to be aware about the company products at a relatively lower cost, they also handled feedback and queries made by customers and maintained the appearance of good exposure citizenship thus affecting the performance of the company in a positive way.

5.1.4 Advertising and the Performance of TCC

The study further revealed the majority of the respondents agreed and strongly agreed that advertising built awareness of the product and services which reflected it as a type of promotion that usually delivers messages to a wide audience using the press, television, radio and the

internet. It was also agreed on that advertising created direct relationship between producers and customers and also persuaded clients to buy more products due to the adverts that clients saw. The study of the findings also revealed that most of the respondents strongly agreed and agreed that advertising included some strategies that have the means of influencing people's minds and convincing them to purchase the product and the expenditures on advertisements are done on the long-term basis and also it provided more information about the product. It was also agreed on that businesses have resorted to using advertising through television, as it still remains a favourite for the big brands to build awareness and provides extended information about the company's products. Advertising highlighted the importance of using the products and services and enabled the clients to know more about the organization from since the majority mentioned that through press programs which are always held by the Marketing managers and one of the top managers, the company profile was always well explained to the public

5.2 Conclusions

In conclusion it was observed that personal selling had built profitable customer relationships, it had created a customers' main link in the organization and also had more impact on buyers since the customers could learn what they needed to know right then and there. It was also observed that personal selling influenced buying of the product, it was a source of new product and idea generation, conveyed more information and the customers became more aware about the available product. From the study it was discovered that sales promotion promoted the products and services of the company, encouraged action and built the identity of the products, spoke out the current needs of consumers to receive more value from products and also promoted organization effectiveness through increased in profitability. It was further testified that sales

promotion tools sensitized customer knowledge of the product and it stimulated the interest of the customers to purchase. From the study it was exposed that public relations built good relations with the company's various publics and maintained a favourable image, they created more awareness of the product, had strong impact on public awareness relations at a much lower cost, handled feedback and queries made by customers and also public relations maintained the appearance of good exposure citizenship. It was further testified that advertising created awareness of the product and services and direct relationship between producers and customers, it persuaded clients to buying more products due to the adverts they saw, it provided more information about the product, created satisfaction of the perceived quality and enabled the clients to know more about the organisation

5.3 Recommendations

Based on this study, the researcher made the following recommendations;

Marketing managers of Uganda telecom should strategically select the best and affordable promotional tools that will not increase on the company cost leading to unexpected expenses

The board of the organisation should fully invest in advertising, sales promotion, public relation and personal selling as they increase on the turnover of the company

Sales persons should be well trained in order to carry out advertising professional and increase organisational performance at the end of the day

The organisation should also make a survey on the impact brought about by each promotional tool and make a full analysis about their effect. After, the rate of effectiveness is graded and the non-effective tool is eliminated to avoid costs.

5.4 Areas for further study

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

The role of personal selling in the market share of Telecommunication Companies

The relationship between sales promotion and the profitability of Telecommunication Companies

The effect of public relations on the market share of Telecommunication Companies

The role of advertising on the expenditure of Telecommunication Companies

REFERENCES

ANANDA, S. AND MURUGAIAH, V. 2003, *New Marketing Dimension for Financial services Indian Journal of Marketing*, Vol.35, pp.34-38

BANABO E, AND KOROYE BH 2011. *Sales Promotion Strategies of Financial Institutions in Bayelsa State*. Asian J. Bus. Manage. 3(3): 203-209

BERKOWITZ, E.N., et. al. 2000. *Marketing* (6th ed). Boston, Irwin.

CHINTALA MEDHA 2006, *Heritage Brands Building and Repositioning Them* available at http://www.indianmba.com/Faculty_Column/FC270/fc270.html (accessed May 8 2010)

CZINKOTA, M.R. & RADEBAUGH, L. H. 2004, *International Business: Environments and Operations*, 9th ed. Upper addle River. NJ

DUNN, S.W.1986. *Public Relations*. McGraw-Hill Irwin Inc, Columbia.

ETZEL, J & WALKER, B. 1997.*Marketing*. (11thed)McGraw Hill companies, USA.

GARLAND & BROOKSBANK 2008 *.Promotion Strategies for Banking Services, Case study of Nordea in Estonia Lulea University*

HARRIS, T.L. 2003.*The Marketing guide relations*. John Wiley and sons, New York.

International Journal of Research (IJR) Vol-1, Issue-7, August 2014

JOBBER, D. 2010.*Principles and practice of marketing*.(6thed). McGraw-Hill companies, New York

JOSHI, DEVINA 2010, 'Rewind 2009: *The highs and lows of Advertising*', available at <http://www.afaqs.com/perl/nnews/story.html?sid=25929> (accessed April 12th 2015)

KATZ D, KAHN RL 1996. *The social psychology of organizations*. New York: Wiley. P. 168

KHANDWALLA PN, 1995: "Management Style". New Delhi: Mc-Graw Hill. P. 387

KOTLER, 2014.*Principles of Marketing* 11thEd, Pearson Education, Prentice Hall, Inc. London

KOTLER, P. & ARMSTRONG,G.1990. *Principles of marketing*. . (3rded) Prentice hall Inc, New Jersey.

KOTLER, P., & ARMSTRONG, 2010.*Principles of marketing*.(13th Global Edition). Englewood Cliffs: Prentice Hall.

KRISTINA, H. 2006, "A *Conceptual Framework of Online Banking Services*", *Journal of Financial Services Marketing*; Vol. 12, pp. 39-52

MATHIAS LLOYD 2010,"*Advertising –Big Idea, “Has advertising lost the plot”* available at [“http://www.4psbusinessandmarketing.com/22042010/storyd.asp?sid=3620&pageno=1](http://www.4psbusinessandmarketing.com/22042010/storyd.asp?sid=3620&pageno=1) (accessed May 15 2010)

MC CARTHY, 1996. *A case study on effect of promotional element on sales in service industries*. Unpublished MBA project Kenyatta University.

MEIDAN, A 1996. *Marketing Financial Services*, London: Macmillan Press Ltd

MORIARTY.,S. MITCHELL,N.& WELLS,W.2009. *Advertising principles and Practice*. (8thed)
New Jersey: Peason education Inc.

OBI Y2004. “*Campbell New Ads Heat up Soup Sales*.” Wall Street Journal. 17: 135

OKOLI B 2011. “*Evaluation of the Accounting Systems Used by Small Scale Enterprises in Nigeria: The Case of Enugu-South East Nigeria*.” Asian J. Bus. Manage. 3(4): 235-240

OWAGA, O.F.2002: *Marketing Management Systems*, Nairobi: Pesisu Industries.

PETER, J & DONNELLY,J.2003. *Marketing management*. . (9thed). New York: McGraw hill
companies,

PETER, J. & DONNELLY, J. 2004 *Marketing management*. (7thed). New York: McGraw hill
companies,

RAMAN, N.V. 2006: “*Marketing of Financial Services by Commercial Banks in Kerala*”, *The Indian Journal of Management Research*, Vol.5, pp.66-78

RAY, S. AND SUCHETANA B. 2006 *Strategizing Advertisements in Services Sector*,
Marketing Mastermind, Vol.3, pp.23-29

SARIN, A. 2007: *Contemporary issues in services marketing*. *Indian Journal of Marketing*, Vol
37, pp.40-44

SCHULTZ, D & BARNES, B.1994. *Strategic advertising campaigns*. 4THed USA: Ntc
publishing group. .

SEN, GULLU 2009, *how advertising has changed: 'the instinct to heard still exists, now it's in electronic media'* *The Brand Reporter*, Oct 2009, pp 16

SHIMP, 2003; *Advertising, Promotion, and Supplemental Aspects of Integrated Marketing Communications*. (6th Edition). United States of America: Thomson South-Western

TOTH, E. L et al., 1998. *Trends in public relations roles: 1990–1995*. *Public Relations Review*, 24(2), 145-163.

WELLS, W& BURNETT, J. MORIARTY, S.1999. *Advertising principles and practice*.(4thed)
New Jersey: Prentice hall Inc.

WILLIAM, F, S & GUITINAN, J. F 1995. *Marketing*. (6thed). New Jersey: Prentice hall Inc.

Appendices

Appendix I: Questionnaire for customers

Dear respondent,

I am **Ndagire Maria**, a student of Uganda Martyrs University undertaking a Bachelor's Degree of Business and Administration. I am carrying out a research study on the topic of "**The effect of promotional approaches in the performance of telecommunication companies**". With a **specific reference to Uganda Telecom**

This questionnaire is therefore intended to seek information on the above subject matter. The information is purely for academic purposes and all the answers will be handled with utmost confidentiality. I therefore humbly request that you complete this questionnaire correctly in the spaces provided or options given

SECTION A: GENERAL INFORMATION

(Please, tick the appropriate answers where options are given).

1. Gender

(a) Male (b) Female

2. Age Group

(a) Below 20 years (b) 20 - 30 years (c) 31 - 40 years (d) above 40 years

3. Marital status

(a) Married (b) Single (c) Divorced (e) Widowed

4. Education qualification

(a)Certificate (b) Diploma (c) Degree (d) Others (Specify)

.....

The following abbreviations will be used:

Strongly agree (**SA**), Agree (**A**), Not Sure (**NS**), Disagree (**D**), and Strongly Disagree (**SD**)

SECTION B: personal selling and performance of TCC

5. To what extent do you agree with the statements in regards to the effect of a personal selling in the performance of TCC?

	Personal Selling and Performance of TCC	SA	A	NS	D	SD
a	Personal selling has built profitable customer relationships.					
b	It creates a customers' main link in the organization					
c	It has more impact on buyers since the customer can learn what he needs to know right then and there					
d	It influences buying of the product.					
e	it is a source of new product and idea generation.					
f	It can also convey more information with personal selling.					
g	. the customers are more aware about the product					

SECTION C: sales promotion and the performance of TCC

6. To what extent do you agree with the statements in regards to the effect of sales promotion and the performance?

	Sales Promotion and Performance	SA	A	NS	D	SD
A	Sales promotion promotes the products and services of the company					
B	. Sales promotion tools sensitize customer knowledge of the product					
C	Sales promotion promotes organization effectiveness through increased in profitability					
D	It encourages action and builds the identity of the products					
E	It stimulates the interest of the customers to purchase.					
F	Sponsorships made me desire for the products and purchase them					
G	it speaks out the current needs of consumers to receive more value from products					

SECTION D: Public Relations and Performance of TCC

8. To what extent do you agree with the statements in regards to the effect of Public Relations on performance?

	Public Relations and Performance	SA	A	NS	D	SD
a	Public relations build and maintain a favorable image.					
b	It builds good relations with the company's various publics.					
c	Public relations create more awareness of the product.					
d	It has a strong impact on public awareness relations at a much lower cost.					
e	It handles feedback and queries made by customers.					
f	Direct to consumer press releases persuaded me to buy the products.					
g	it maintain the appearance of good exposure citizenship					

SECTION E: Role of Advertising on Performance of TCC

9. To what extent do you agree with the statements in regards to the effect of advertising on performance?

	Advertising and Performance	SA	A	NS	D	SD
a	It creates builds awareness of the product and services					
b	Advertising creates direct relationship between producers and customers					
c	I was persuaded to buying more products due to the adverts I saw					
d	Advertising provides more information about the product.					
e	It creates satisfaction of the perceived quality.					
f	It highlights the importance of using the products and services					
g	It has provided enables the clients to know more about the organization					

Thanks very much for your cooperation

Appendix II: Interview Guide for employees

I am **Ndagire Maria**, a student of UMU and currently collecting data for compilation for my dissertation as a partial requirement for the award of Bachelor's Degree in Business Administration and Management of Uganda Martyrs University. The interview I am conducting relates to **"The effect of promotional approaches on the performance of telecommunication companies"**. **With a specific reference to Uganda Telecom**. You have been selected to share with us your experience and make this study successful. The Interview I am conducting is basically aimed at obtaining qualitative information to compliment the quantitative information which I am also collecting from the clients of UTL. Information given will be treated with utmost confidentiality.

1. What are the promotional approaches used in your company?

.....
.....

2. What are some of the personal promotional tools you have used in UTL?

.....
.....

3. In your view, to what extent has personal selling enhanced performance in UTL?

.....
.....

4. To what extent do you think Sales Promotion has improved on performance in your company?

.....
.....

5. How are the public relations strategies effectively employed?

.....
.....

6. To what extent has advertising affected performance in your company?

.....
.....

7. How competitive are your promotional approaches?

.....
.....

8. Are there any suggestions, inclusions and recommendations that would be beneficial to the study or research?

.....
.....

Thanks for your time

Appendix II: Table for Determining Sample Size from a Given Population

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.