

**THE EFFECT OF PROMOTINAL STRATEGIES ON THE PERFORMANCE IN
THE BANKING SECTOR,**

**A CASE STUDY OF STANDARD CHATTERED BANK GARDEN CITY BRANCH
GARDEN CITY SHOPPING & LEISURE CENTRE, KAMPALA.**

BY

NABUKEERA BRENDA

2012/B021/1094



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**A research report submitted to the Faculty of Business Administration and
Management in partial fulfillment of the requirements for the Award of a Bachelor's
Degree in Business Administration and Management of Uganda Martyrs University.**

August 2015

Dedication

I dedicate this research to my lovely mother Mrs Wassajja Resty and my dear friends Twikyirize Barbra, Uwera Julian, Natukunda Racheal, Lwanga Judith , Kangabe Pauline Dumba Regina, Nansubuga Jane. Thank you for all the help and support you have given me.

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I would love to give glory to God for his care, protection, love and guidance during the difficulty moments I went through when obtaining this academic qualification.

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List of Abbreviations

BBC's:	British Broadcasting Corporation
DV:	Dependent Variable
HIV/AIDS:	Human Immune Virus/Acquired Immune Deficiency Syndrome
IV:	Independent Variable
PR:	Public Relations
PSA:	Public Service Advertising
SPSS:	Statistical Package for the Social Sciences
TV:	Television

Abstract

This study assessed the relationship between promotion strategies and Performance in the banking sector of Standard chartered bank. The specific objectives of the study were: To establish the effect of advertising on the performance of commercial banks, to examine the effect of public relations strategy on the performance of commercial banks and to find out the effect of personal selling on the performance of commercial banks. The study adopted the case study design with quantitative and qualitative research techniques. A total sample size of 50 respondents from Standard Chartered Bank was used. Self-administered questionnaires and face to face interviews were used to collect data. Data was coded and later processed and analyzed. From the study it was revealed that increasing the amounts and efforts spent on the different promotional strategies such as advertising had effect on the improvement of performance of the organization. The study also stated that promotional strategies contribute greatly to the performance of organizations evidenced through public relations and personal increasing return on investment to the organization; and also strengthening the brand image of the company's products. Finally it was recommended that it is important to ensure coordination in dealing with performance measured by customer satisfaction. The research also recommended that managers should pay attention to the personal selling strategies by studying the objectives to match the customers' needs and wants. Further, the organization management should set trainings for the employs on how to be good salesmen.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study seeks to establish the effect of promotional strategies on the performance in the banking sector. In many countries, organizations are aiming at maximizing profits or to stay in active business and they also aim at satisfying their customers (Winer, Russell 2012). Therefore, organizations put in measures or strategies, such as promotion strategies that would help them achieve various objectives for example attaining higher organizational performance through profitability and increased sales. In other words they need to adopt good promotional strategies in order to attract and retain customers hence long term relationships and growth in terms of productivity and also sales performance. It can be noted that promotional strategies are also forms of marketing strategies that can be used by organizations. Homburg, (2000) ascertains that marketing strategy has helped business enterprises create products and services with the best chances for making a profit. This is because marketing strategy starts with marketplace research, taking into consideration the optimal target customer, what the competition is doing and what trends might be on the horizon.

This study assesses of promotional strategies and how they affect the performance of organizations. It also presents the Statement of the problem, General objective, Specific objectives, and Research questions, scope of the study, significance of the study and definitions of key terms and conceptual frame work

1.1 Background of the Study.

Generally, promotional strategies are developed as multi-year plans, with a tactical plan detailing specific actions to be accomplished over the years in the organizations. Promotional strategies are dynamic and interactive. They are partially planned and partially unplanned

Historically, promotional tools have always known for being involved with careful scanning of the internal and external environments which are summarized in a SWOT analysis. Internal environmental factors include the marketing mix, plus performance analysis and strategic constraints. External environmental factors include customer analysis, competitor analysis, target market analysis, as well as evaluation of any elements of the technological, economic, cultural or political/legal environment likely to impact success. A key component of promotional strategies is often to keep marketing in line with a company's overarching mission statement (Winer, Russell 2012).

It is believed that there is an optimal way of allocating budgets for the different elements within the promotional strategies to achieve best marketing results, and the challenge for marketers is to find the right mix of them. Harrell, and Gilbert, (2008) noted that activities identified as elements of the promotional mix vary, but typically include, advertising, Personal selling, Sales Promotion, Public relations or publicity, direct Marketing, corporate image campaigns, Sponsorship of an event or contest or race, guerrilla marketing tactics and product placement

Further Gainer, (2005) noted that there are many marketing strategies. The great thing about this is that there is no one way to achieve success. This means business owners can create a marketing plan that they are more comfortable with and take advantage of marketing methods that are best for their company. A marketing strategy is the foundation and key element to achieving success. This is all possible because marketing saves time and helps business

owners to define their product and let potential consumers know they exist. Feel free to take a look at the attached mind map to see how marketing strategies can be beneficial to all companies.

The last twenty years have seen a radical change in the strategies and tools adopted by Industries Companies, Banks, and etc. The history of promotional strategies and tools is identified as a stimulatory subject. Most researchers think promotional strategies are relevant to business however a few think that promotional strategies are of strategic importance to business. Regardless of the fact that many authors think that this is a relatively new concept, the promotional strategy concept is perhaps as old as business itself and no business can be run without having a proper strategy to implement the plans.

Promotion

The ‘promotional mix’ describes the set of tools that a business can use to communicate effectively the benefits of its products or services to its customers. The promotional mix includes the following tools; advertising, public relations, promotion, direct marketing and personal selling. In marketing, the promotional mix describes a blend of promotional variables chosen by marketers to help a firm reach its goals. Promotional mix’ has been identified as a subset of the marketing mix (McCarthy, 2007).

Promotion is one of the elements of marketing mix among other elements like Product, Price, and Place, which are the 4ps of marketing. Marketing mix decision must be made with the objective of influencing the trade channels as well as the final consumer and in return the sales. Promotion brings an interactive dialogue between an organization and its customers and it takes place during the pre- selling, selling, consuming and post- consuming stage. Such promotional elements include: promotion, advertising, sales force, public relation and direct selling promotional strategies usually are used by various organizations. Marketers use

numerous tools to elicit responses from target markets. These tools are known as the marketing mix that is defined as the set of tools that a firm uses to pursue its marketing objectives in the target market (Kotler, 2009).

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

Rajagopal (2007) further stresses that there are three basic objectives of promotion for example to present information to customers as well as others, to increase demand and to differentiate a product. There are different ways to promote a product in different media for example through use of internet, advertising, special events, endorsements and newspapers. Promotions are also in physical environment for example concerts, festivals, trade shows and in field such as grocery or department stores.

Promotion as a marketing strategy sets the overall direction and goals for your marketing, and is therefore different from a marketing plan, which outlines the specific actions you will take to implement your marketing strategy. Your marketing strategy could be developed for the next few years, while your marketing plan usually describes tactics to be achieved in the current year (Jaramillo *et al*, 2004)

Fische (2007) noted that three of these elements, which include advertising, promotion and public relation, are often said to use mass selling because they are used with groups of prospective buyers. In contrast, personal selling uses person-to-person interaction between a seller and a prospective buyer. Personal selling activities include face-to-face, telephone and interactive electronic communication. If customers don't know what products and services

provides, then business will not survive in today is competitive marketplace. Effective communication with customers is vital to ensure that that the business generates sales and profits. By taking the time to develop and implement an appropriate promotional mix, this will stimulate the target audience to buy the products or services - and manage this within a budget affordable.

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

The financial sector in Uganda

The Ugandan financial sector is relatively well developed, consisting of a range of formal, semiformal and informal institutions. The banking system appears to be sound, but the products offers are mainly short term. As of 2011, the banking sector included 23 licensed and supervised commercial banks with almost 400 branches across the country.

The complexity in the banking services is also an issue of vital importance. This is the time when banks 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 banking services effectively. In marketing any product or service, customer satisfaction has been given prime importance. The most frustrating aspect of bank marketing are lack of management support, lack of inter-departmental co-operation, crisis management, government intrusion and advertising and media problems (Varadarajan, et al (2006),

observes that manpower in service organizations must work with the focus of satisfying the customer. Banking should bring out the areas requiring improvement and which further illuminate the measures to improve the quality of services

Financial institutions are realizing that their established promotion practices are inadequate for new market conditions as levels of customer defection in the sector grow. Traditionally, banks have tried to reach out to everyone in the community, but recent research proposes that banks should aim to identify and serve micro segments (Homburg, et al 2007). The role of promotion has been redefined into managing long-term relationship with carefully selected customers, including construction of learning relationship where the marketer maintains a dialogue with an individual customer. This study therefore investigated the effect of promotional strategies on performance of commercial banks.

1.2 Statement of the Problem.

Rising attention in use of promotion tools as a marketing tactic has result in a unique enlargement of strategies adopted in organizations. For example, here is a big body of text on customer response to promotions. Shams, (2005) observed that consumers prefer to purchase some goods to another because some products lack adequate awareness and there is a persistent low sale as a result of poor qualities of the products.

There is no refuting fact that organizations have not effectively discharged their promotional tools and strategies so as to effectively tap their market and customers. And these have been a problem and need to be corrected. Therefore the researcher was prompted to investigate the impact of promotional strategies on performance of organizations.

1.3 Objectives of the Study

1.3.1 General Objective

The study aimed at establishing the relationship between promotion strategies and Performance in the banking sector of Standard chartered bank.

1.3.1 Specific Objectives

This research is aimed at achieving the following objectives;

- i. To establish the effect of advertising on the performance of commercial banks.
- ii. To examine the effect of public relations strategy on the performance of commercial banks.
- iii. To find out the effect of personal selling on the performance of commercial banks.

1.4 Research Questions

- i. How does advertising affect the performance of commercial banks?
- ii. What is the effect of public relations on the performance of commercial banks?
- iii. What is the effect of personal selling on the performance of commercial banks?

1.5 Scope of the Study.

1.5.1 Content Scope

This research project was carried out within the scope of promotion strategies and personal selling. It was based on advertising, public relations and personal selling and how they affect performance of commercial banks. Performance of the bank is measured by market share, Profitability and product awareness.

1.5.2 Geographical Scope

The study was conducted at standard chartered bank Garden City Branch Garden City Shopping & Leisure Centre, 64 - 84 Yusuf Lule Road, Kampala.

1.5.3 Time Scope.

The study took a period of six months starting from February to August 2015 and it considered records of the past four years that is (2010 – 2014).

1.6 Significance of the study.

This research is hoped to serve as a guide to Standard chartered bank, where by it will reveal the role played by promotion strategies in organization. This will enable the organization to adopt and use the promotional strategies in a way that can achieve competitiveness and performance of the organization. .

The study may benefit the researcher to acquire more hands on skills of how to handle research activities like data collection, analysis, how to handle data among other research activities.

The study may act as a guide to the government and other policy makes on ways of strategizing and making good policies with regards to application of promotional tools in the varies entities

The study acts as a guide the future researchers who may wish to conduct the same or related study on promotion strategies and business performance.

The study may be applied by other intending researchers in future, mainly those who may wish to conduct the same or related study on the effect of promotional strategies on the performance of commercial banks and may benefit the researcher by working as a fulfillment of the academics requirements for the award of a bachelor's degree in business administration.

1.7 Justification of the study.

Concerned with promotional tools and practices, most previous researchers have concentrated on examining, investigating and describing the behavior of organizations in the use of these promotional strategies. Over the past years many researchers have written about the rapid and widespread diffusion of promotional Strategies in organizations as one of the most notable trends. Mc Carthy, (2007).

The various areas of promotional tools including Advertising, public Relations and Personal Selling have long attracted the attention of researchers (Baldauf, et al 2008). Their findings are mainly related to exploring and describing the behavior of organizations towards promotional strategies. Although they provided much descriptive statistical data and empirical evidence on how promotional strategies affect performance of organizations, it appears that there still are some gaps in the literature, which need to be addressed. Thus the reason why this study was undertaken to cover this research gab.

1.8 Definition of key terms.

Business organization: A commercial or industrial enterprise made up of two or group of people with intentions of making profits

Business performance: this refers to the functioning or operating of activities that deals in providing goods and services involving financial and commercial and industrial aspects.

Marketing strategy: Refers to the gathering, recording and analyzing of data about problems relating to the marketing of goods and services.

Marketing: this is a process that is intended to find, satisfy and retain customers while business makes a profit.

Operation: A business especially one runs on a large scale. It can be defined also as A planned activity involving many people performing various actions.

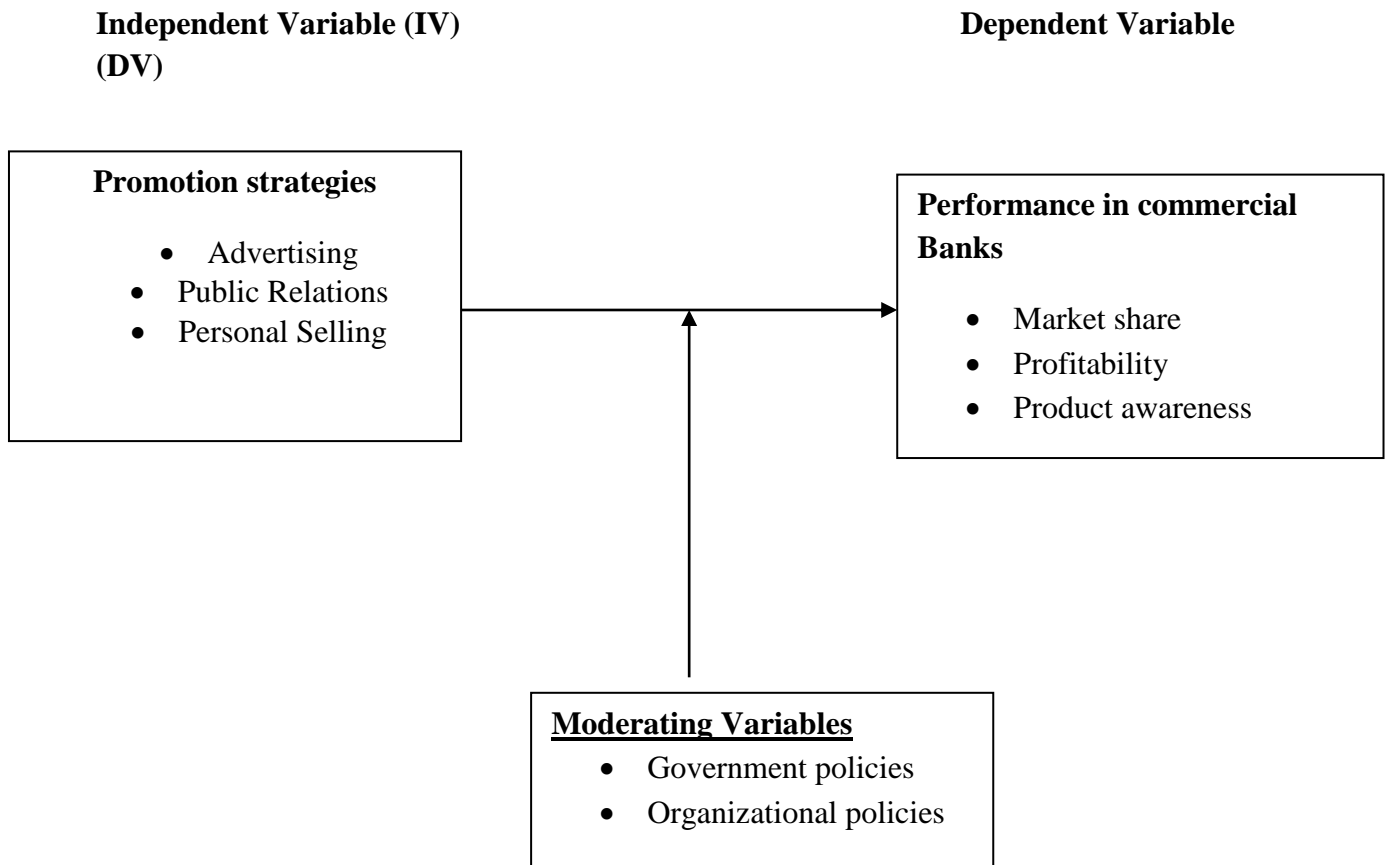
Promotion strategy: Promotion is any form of communication a business uses to inform, persuade, or remind people about its products and improve its public image. Typically, a business uses promotion to convince potential customers to buy from it instead of from a competitor

Strategy: Strategy is a general statement of the way in which an organization plans to achieve its objectives. The strategy contains the basic approach but not the details of how a firm plans to attain its objective.

1. 9 Conceptual frame work

This study examines the effect of promotion strategies on business performance with respect to the commercial banks in Uganda.

Figure 1.1: Conceptual frame work



Source: Adopted and modified from Ketchen, 2005

The framework suggests that the commercial bank performance is influenced by promotion strategies (Ketchen, 2005). Performance of the organization is significant because it is the key indicators of the achievement of their goals and objectives. Promotional strategies are significant through Advertising, Public Relations and Personal Selling. All these appear to have a significant effect on the performance of commercial banks measured by Market share, Profitability and Product awareness. However there are intervening variables that influence promotion strategies and performance of commercial banks which include government

policies and organizational policies. McCarthy, (2007) argues that government; organizational regulations can have significant effects, both inside and outside the business market. This because they are always ensuring Integrity and Competition in Market; Rigid rules, policies governing promotion can, in effect, lock prospective organizations from striving and succeeding in the market. This affects the relationship between promotional strategies and organizational performance.

1.10 Conclusion.

In conclusion therefore, the long-term benefits of promotional strategies are linked to overall performance of institutions in banking sector. This is because promotion strategies enhance valuable factors that can help the organizations to curb any weaknesses that could deter the instructions from achieving good performance. Therefore this study continues to analyse the effect of Advertising, Public Relations and Personal Selling, on performance of commercial banks as in the literature review in the next chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction.

This chapter discusses and reviews similar or related researches and literature published by other authors' articles, books and journals, reports related to the topic in question and its variables in order to give an insight into the study as well as expressing the need for this study.

This chapter presented a review of related literature on the effect of promotional on performance of commercial banks. The literature was presented based on the following objectives; effect of advertising on performance; effect of public relations on performance; effect of personal selling on performance.

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 (McCarthy, 2007). With the growing importance of the financial sector, pressures are escalating for more effective marketing management of the financial services.

The company's capabilities are matched to the competitive market environment in which it operates, not just for today but into the foreseeable future. For a commercial organization such as the standard chartered bank, this means ensuring that its resources and capabilities match the needs and requirement of the market in which it operate. For any strategy to be effective, it needs to be well turned both to the needs and requirements of customers (the market conditions in which it is implemented), and to the resources and capabilities of the firm seeking to implement it. No matter how wonderfully crafted and articulated the strategy,

if it is not focused on meeting the needs of customers it is doomed to be a failure (Lukas, 2000)

Financial institutions are realizing that their established promotion practices are inadequate for new market conditions as levels of customer defection in the sector grow. Traditionally, banks have tried to reach out to everyone in the community, but recent research proposes that banks should aim to identify and serve micro segments (Dawes & Brown, 2000). Harrell, and Gilbert, (2008) pointed out that the role of promotion has been redefined into managing long-term relationship with carefully selected customers, including construction of learning relationship where the marketer maintains a dialogue with an individual customer.

2.1 Advertising and Performance

2.1.1 Advertising Definitions

According to Homburg, *et al* (2007) Advertising is defined as any form of communication to current or potential clients in which a registrant is promoting her/his dental hygiene practice/business. This includes, but is not limited to, information posted on websites, pamphlets, promotional signs, flyers, newspaper articles or advertisements and the use of social media sites such as Facebook and Twitter. It is professional misconduct to advertise or to permit advertising with respect to a registrant's practice that is in contravention of the regulations.

Richards & Curran, (2005:74) defined advertising is a paid, mediated form of communication from an identifiable source, designed to persuade the receiver to take some action, now or in the future. The authors add that, mediated communication" is "communication which is conveyed to an audience through print, electronics or any method other than person-to-person contact.

According to karimova (2012:5) Advertising is defined as a text, a framing of text, and in construction of the message by the “observer” who ascribes to the message a meaning of promotion within the specific framing which is created by the “observer” him/herself.

According to Kotler, (2009), Advertising is defined as “any paid form of non-personal presentation and promotion of ideas, goods and services by an identified sponsor”. It is the spreading of information by marketer relating to a product, service or an idea through different medium, such as newspaper, radio, television, billboards or magazines by a recognized source. Through advertisement consumers get to know about the products or services offered by firm and helps in minimizing the hindrances between the organization and customers. Advertising provides employment opportunities, creates standards in the course of competition, improves the living standards and entertain the audience

2.1.2 Types of Advertising

Each of the following advertisement types has its own sub-types and rates of effectiveness. Therefore organizations have to know the type of which medium is the best and the most feasible for them.

Outdoor Advertising; these are include billboards, kiosks, trade-shows and events. Outdoor advertising is also a very popular form of advertising. It makes use of several tools and techniques to attract the customers outdoors. The common examples of outdoor advertising are billboards, kiosks, and also events and trade-shows organized by the company. Billboard advertising is very popular (Churchill, 2008). Nevertheless, it has to be really terse and catchy in order to grab the attention of the passersby. Kiosks not only provide an easy outlet for the company's products but also make for an effective advertising tool to promote the company's products. Organizing special events or sponsoring those makes for an excellent advertising opportunity and strategy.

Public Service Advertising (PSA)- This is a technique that makes use of advertising as an effective communication medium to convey socially relevant messages about important matters and social causes like HIV/AIDS, energy conservation, political integrity, deforestation, illiteracy, and poverty and so on. karimova, (2012) encouraged advertising and marketing concepts for a social cause. Advertising justifies its existence when used in the public interest - it is much too powerful a tool to use solely for commercial purposes.

Print Advertising: This includes - newspapers, magazines, brochures, fliers. Print media has always been a popular advertising option. Advertising products via newspapers or magazines is a common practice. Further, the print media also offers options like promotional brochures and fliers for advertising purposes. Often, newspapers and magazines sell the advertising space according to the area occupied by the advertisement, the position of the advertisement in the publication(front page/middle page, above/below the fold), as well as the readership of the publications (Atuahene & Gima, 2007).

Covert Advertising; - Covert advertising is a unique kind of advertising in which a product or a particular brand is incorporated in some entertainment and media channels like movies, television shows or even sports. There is noncommercial advertising as such in the entertainment but the brand or the product is subtly (or sometimes evidently) showcased in the entertainment show (Karimova, 2012).

Celebrity Advertising; Although the audience is getting smarter and smarter and the modern-day consumer is getting immune to the exaggerated claims made in a majority of advertisements, there exists a section of advertisers that still bank upon celebrities and their popularity for advertising their products. Using celebrities for advertising involves signing up celebrities for advertising campaigns, which consist of all sorts of advertising including, television ads or even print advertisements. How effective these ads are, is something that

each consumer himself can determine. So, those were the most popular kinds of advertising used today (Churchill, 2008).

Broadcast advertising: This is in the form of television, radio and the internet Broadcast advertising is a very popular advertising medium that constitutes several branches like television, radio or the Internet (Brassington et al 2006). Television advertisements have been very popular ever since they were introduced. The cost of television advertising often depends on the duration of the advertisement, the time of broadcast (prime time/lull time), sometimes the show on which it will be broadcast, and of course, the popularity of the television channel itself. The radio might have lost its charm owing to new age media.

Surrogate Advertising - This is prominently seen in cases where advertising a particular product is banned by law. Advertisements for products like cigarettes or alcohol which are injurious to health are prohibited by law in several countries. Hence these companies come up with several other products that have the same brand name and indirectly remind people of the cigarettes or alcohol of the same brand by advertising the other products (Hua, 2005).

2.1.3 Advantages of Advertising

Hua, (2005) pointed out that advertising is a tool of marketing for communicating ideas and information about goods and services to an identified group, which employs paid space or time in the media or uses another communication vehicle to carry its message Another study on “a theoretical approach to the concept of advertising in marketing” states that advertising is aimed to educate the customer about the features and value of the product or service and also to persuade them for buying the firm’s product. Moreover it helps in upholding and improving demand for current product and generating demand for new product and thus results in increasing the firm’s sale,

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, 2007).

The purpose of advertising may also be to reassure employees or shareholders that a company is viable or successful". Advertising messages are usually paid for by sponsors and viewed via various traditional media; including mass media such as newspaper, magazines, television (TV) commercial, radio advertisement, outdoor advertising or direct mail; or new media such as blogs, websites or text messages (Kazmi, 2005).

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.

Aaker, (2009) found that not only advertising just shows high quality, but also make well profit. In addition there is a positive relationship between advertising and perceived quality. Thus, we could say that advertising positively affects perceived quality and subsequently brand equity. Advertising play an important role in increasing brand awareness. Repetitive advertising program increase the chance of paying attention to brand, simplify costumers' selection and habituate the selection of brand (Wayne, 2007). Hence, advertising is positively concerned with the awareness of the brand association which is increased brand equity. Moreover, advertising attempts are positively concerned with brand loyalty because it is reinforced the brand awareness and steer the viewpoints to the brand.

Brand-oriented advertising (non-price advertising) strengthens brand image, causes greater awareness, differentiates products, and builds brand equity. Advertising may also signal

product quality, leading to an increase in brand equity. Accordingly, several authors have found that advertising has a positive and enduring effect on base sales. With respect to the effect of advertising on price elasticity, two schools of thought in economic theory offer alternative explanations (Pillai, 2010).

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

Customers tend to believe advertising comments and assume that the probable function is according with their claim (Richins, 2005). Therefore, when customers exposed to frequent advertising, not only their awareness and mental association increase, but also they gain more positive perception resulted in powerful brand equity. One of the major reasons of customer loyalty reduction is the reduction of advertising. In order to reinforce the views and beliefs that is in concerned with brand, advertising help to have a powerful brand loyalty. Regarding to numerous and multiple reasons, brand image is complicated and advertising is a general way to develop the formation and manage this image. Managers should invest on increasing brand equity in advertising with clear objectives.

Information is the fastest travelling element than any other thing in the world. Even communication comes through information. If information is not necessary, communication would have been useless. Since advertising is all about communication of the existence of

product to consumers, it has been tool that generates sales for most organizations yearly. The economic effect of advertising on the sales volume is that it makes proper identification of individual brand known and their advertisements easier while the brands advertised are easily recognized at the point of purchase (Aderemi, 2010).

Advertising sets the product apart as being different and superior to other brands, it has been argued by Ferguson (2004) that “advertising increase barriers to entry and reduces competition on measured by increase in monopoly profit”. The argument that advert reduces competition is based on the assumption that the cost of advertising, a new product is prohibitive for any but the large firm in the industry. In order words advertising superiority enables large existing product to block new competitors from entering into market and result in the establishment of monopoly with high price. This is because advertisement travels faster and wider than personal selling, direct marketing, public relations and other tools of promotional activities put in place by a company. It travels faster than the product itself, the advertisement has gotten to the place where even the product is not available.

2.2 Public Relations and Performance

2.2.1 Definitions of Public Relations

According to Wayne, (2007), “Public relations” is defined as “the management function which evaluates public attitudes, identifies the policies and procedures of an individual or organization with the public interest, and executes a program of action to earn public understanding and acceptance”. If the virtues of the company and value offered by Public relations efforts meet the expectations of the consumer, it can leads to establishing long term relationship and strengthening of the consumer loyalty. Those corporations which commence cause- oriented marketing campaigns distinguish themselves in cut throat competition and get better their image which results in improved sales

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

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

2.2.2 Types of Public relations

The main type of public relations activity is media relations i.e. publicizing the organizations charity in media outlets to reach key target groups, such as donors. There are various specialist types of media work that a may help and organization.

Direct communication with target groups, through methods such as newsletters, websites, technologies, events and public speaking (Hua,2005)

Direct marketing to target groups, through methods such as advertising, direct mail, and sponsorship (Stotlar, 2005).

Internal communications - this is important for large charities to ensure staff are kept informed of the charity's news and strategy and that there are mechanisms for staff to pass on feedback to senior management (Shimp, 2009) .

Government affairs/ political lobbying - the aim of this activity is to inform elected representatives of the needs of the organisation or sector, and influence local or national policies that affect your organisation. In most cases political lobbying requires a specific skill set and experience (Stotlar, 2005).

2.2.4 Tools of Public relations

Press releases, Information that is communicated as a part of the regular TV or/and radio programme, newspapers, magazines and other types of mainstream media achieves a much bigger impact than advertisements. This is due to the fact that most people consider such information more trustworthy and meaningful than paid ads. Press release is therefore one of the oldest and most effective PR tools (Shimp, 2009).

Community participation, order to attract public attention and keep it engaged with a particular organisation or an individual, PR specialists take an advantage of every public event and the opportunity to speak publicly. This enables them to directly reach the public attending the event and indirectly, a much larger audience(Stotlar, 2005).

Sponsorships; in most cases, companies and brands use sponsorships to help build goodwill and brand recognition by associating with an event or group. Marketers can examine sponsorship opportunities to find those that reach target groups, fit within a specified budget and provide sponsorship benefits that suit the marketer's objectives. There are numerous local, regional, national and international sponsorship opportunities ranging from a local art center or theatre to the Olympics (Shimp, 2009). Most organizations seeking company sponsors provide information on the variety of sponsorship levels which include data on

event audience, exposure opportunities, which can include signage, T-shirts, public announcements and numerous other opportunities, receptions and much more.

Newsletters; Marketers who have captured names and addresses of customers and potential customers can use a newsletter for regular contact with their targeted audience. Newsletters can be directed at trade customers, final consumers or business buyers and can be distributed either by regular mail or electronic means (i.e., e-newsletters delivered via email or rss feed). Marketers using newsletters strive to provide content of interest to customers as well as information on products and promotions. A bookstore may include reviews of new books, information on online book chats and information on in-store or online promotions. A food manufacturer may include seasonal recipes, information on new products and coupons. Online newsletters offer the opportunity to link to stores carrying the marketer's products. Effective newsletters are sought out by and well received by interested audiences(Stotlar, 2005).

Media Relations; historically the core tool of public relations, is media relations, includes all efforts to publicize products or the company to members of the press, TV and Radio, newspaper, magazine, newsletter and Internet. In garnering media coverage, PR professionals work with the media to place stories about products, companies and company spokespeople. This is done by developing interesting and relevant story angles that are pitched to the media. It is important to remember that media placements come with good stories and no payment is made to the media for placements. In this case in order to maintain the highest level of credibility, many news organizations bar reporters from accepting even the smallest gifts (e.g., free pencils with product logo) from companies (Shimp, 2009)

2.2.3 Advantages of Public relations

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

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

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

Customers believe in that a company with favorable brand will honestly handle the feedback, observations and queries of the customer and thus they advise the company to their family members and friends, and this word of mouth of the satisfied customers attract them towards the company's products and thus total sales is increased. An organization's public relations and publicity activities are the means to foster its relationships with its various audiences and to communicate with them. Public relations efforts are undertaken in order to form a favorable view in the public eye (Stotlar, 2005).

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

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

According to Aderemi, (2004), the senior public relations person brings the problems and views of both publics and employees on particular products to the attention of other managers when crucial decisions are made. The senior public relations person is able to point out the consequences of decisions such as closing a manufacturing plant, introducing a new product, or changing labour relations will have on publics. He or she makes it possible, through communication programs with publics, for the people affected by these consequences to be

aware of them and to discuss them formally or informally with management so that they have an opportunity to influence the final decision that affects them.

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

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

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

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

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

2.3 Personal selling and performance

2.3.1 Definitions of Personal Selling

Wayne, (2007) defined personal selling as the face-to-face selling in which a seller attempts to persuade a buyer to make a purchase.

According to Stotlar, (2005), Personal selling uses a personal sales presentation to influence customers to buy a product. Personal selling tactics are most often used when there are a few geographically concentrated customers; the product is highly technical in nature; the product is very expensive; or when the product moves through direct distribution channels. It is a tactic often used by businesses looking to sell to other businesses, as opposed to businesses selling to consumers.

Personal selling is the process of communicating with a potential buyer (or buyers) face-to-face with the purpose of selling a product or service. The main thing that sets personal selling apart from other methods of selling is that the salesperson conducts business with the customer in person (Aderemi, 2010).

Personal selling is a promotional method in which one party (sales person) uses skills & techniques for building personal relationships with another party (those involved in a purchase decision), that results in both parties obtaining values (Aderemi, 2010)

Gilbert, (2007) postulates that personal selling is one of the key and mostly used marketing communication tools which are used by seller to inform the target audience by demonstration of the product, persuade and establish a long lasting relationship for enhancing the organizational sales. This process requires face to face contact, followed by interaction for the usage of the product, between the customer and seller. Personal selling may be made on any of the following mode; retail selling, professional selling, business to business selling and direct selling.

2.3.2 Personal selling management process

The personal selling management process, or process of effective management of a company's sales force, involves three interrelated sets of decisions or processes, (Harrell, and Gilbert, 2008).

The formulation of a sales program: The sales program should consider the environmental factors faced by the firm. Sales executives organize and plan the company's overall personal selling efforts and integrate these with the other elements of the firm's marketing strategy. The formulation process is represented by Part One of this book.

The implementation of the sales program: The implementation phase involves selecting appropriate sales personnel and designing and implementing approaches that will direct their efforts toward the desired objectives. The implementation process is represented by Part Two of this book.

The evaluation and control of the sales program: The evaluation phase involves developing methods for monitoring and evaluating sales force performance through appropriate metrics. Evaluation and control allows for adjustment of the sales program or the way it is implemented when performance is unsatisfactory, (Wayne, 2007).

According to Pillai, (2010) the sales process involves a personal seller identifying the target customer by determining who is likely to buy his or her product. Once the target customers have been identified, the salesperson will contact them. Upon meeting with a potential customer, the salesperson will make a sales presentation, explaining how the customer needs the product or service that is being sold. The salesperson should be prepared to answer the customer's questions. After the presentation, the goal of the salesperson is to close the sale while the presentation is still fresh in the mind of the customer. Following up with the purchaser after the sale is made is a very effective strategy for developing long-term relationships.

Personal selling is a promotional method in which one party (sales person) uses skills & techniques for building personal relationships with another party (those involved in a purchase decision), that results in both parties obtaining values.

2.3.3 Types of Personal Selling

Retail Selling: Retail selling the product the consumers through retail store or door to door visit .in door sales persons work at the store and they deal with the customers visiting the sorters and outdoor sales personal visit the potential customers in their homes or offices and persuade them to buy the products and services of the organization.

Industrial Selling: It involves selling the capital item like equipment, machineries to the industrial users ,industrial sales personal are usually very well educated experience and train people they provides technical information and assistances

Missionary Selling: In missionary selling missionary sales personal create demand for the products and services they do not directly sales the product. They visit retail stores and encourage them to place orders from the dealers and wholesalers they work for manufactures..

2.3.4 Advantages of Personal Selling

In most cases the “value” for the sales person is realized through the financial rewards of the sale while the customer’s value is realized from the Benefits obtained by consuming the product. However getting a customer to purchase a product is not always the objective of personal selling for instance selling may be used for me purpose of simply delivering information (Aderemi, 2010)

Personal selling is an important element in today’s cutthroat competition for satisfying the customers, making them brand loyal and generating profitable sales volume which eventually leads to organizational success. Personal selling is used to ensure the satisfaction of the customer after purchasing the firm’s product and provide guidance to taking corrective measure, as the seller can see the favorable or unfavorable reaction of the customer and modify the message accordingly and thus it helps seller in establishing long term profitable relationship with customer based on mutual confidence, understanding and trust, (Churchill, 2008).

The most significant strength of personal selling is its flexibility. Salespeople can tailor their presentations to fit the needs, motives, and behaviour 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 revenues and performance in an organization (Fische, 2007)

Fische (2007) postulates that personal selling is a result of profound use of technology has increased performance in organizations. Laptop computers make it easy to have huge databases or complete customer records at the fingertips of the salesperson, cellular phones make it possible to communicate with the salesperson almost continuously, and DVDs and other video innovations enhance training and provide excellent tools for conveying information. Of course, the Internet has taken the interaction between customer and company

to a new level, creating the ability to remain in touch with the customer (update information, handle questions, deal with complaints) in ways that have not been possible in the past.

Mc Carthy, (2007) noted that 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.

Personal selling helps to gain a differential advantage over competitors. For example, rather than trying to compete with the low prices of foreign competitors such as Komatsu, Caterpillar has been successful in the heavy construction equipment business by providing superior product quality and excellent service, while charging prices as much as 10 to 20 per cent higher than its competitors. Salespeople go head to head with competitors on a daily basis; as a result, the sales force is often the first to observe changes in competitive strategy and activity. One of the critical issues is getting information from the sales force to strategic planners so that the company can act on those observations (Churchill, 2008).

Personal selling encourages customers to act. A salesperson is in an excellent position to encourage the customer to act. The one-on-one interaction of personal selling means that a salesperson can effectively respond to and overcome objections (customers' concerns or reservations about the product) so that the customer is more likely to buy. Sales people can also offer many specific reasons to persuade a customer to buy, in contrast to the general reasons that an ad may urge customers to take immediate action. This promotes sales

performance. Personal selling is a key in multiple tasks. For instance, in addition to selling, a sales person can collect payment service or repair products, return products, and collect product and marketing information. In fact, sales people are often best at disseminating negative and positive word-of-mouth product information, (Kotler, 2006).

Personal selling is characterized by direct feedback: Personal selling affords the possibility of direct interaction between the salesperson and the customer. Depending on the enthusiastic, indifferent or hostile attitude of the customer toward the message, the sale message can be altered. On the spot adjustments are possible. Personal selling is a scope for enduring relationship: firms are able trying to practice relationship Management through personal selling, for ensuring brand loyalty, (Malhotra, 2006).

Richins, (2005) noted that personal selling encompasses flexibility: In personal selling, no standardized message is communicated to the customer (as is done in case of advertising). Hence, the salesmen have flexibility in adjusting their presentation, to fit the specific needs of individual customers. This promotes performance of the organization.

2.4 Promotional strategies and performance of organizations

Promotion strategies affect almost all aspects of organizational lives given the importance of promotion systems and strategies in organizations. Promotional strategies are referred to as the choice of a target market and formulation of the most appropriate promotion mix to influence it. It involves raising customer awareness of a product or brand, generating sales, and creating brand loyalty. It is one of the four basic elements of the market mix, which includes the four P's: price, product, promotion, and place also defined as one of five pieces in the promotional mix or promotional plan. These are personal selling, advertising, sales promotion, direct marketing, and publicity (Lindsay, Marsha. 2011). A promotional mix

specifies how much attention to pay to each of the five factors, and how much money to budget for each.

Lagazian (2011) provides one promotional strategy objective being dispensing product information. Small companies often distribute brochures, catalogs, sales letters, videos and other information to market their products. They also use in-store videos or instructions to demonstrate more complicated products such as computer software, vehicles or educational courses, for example. Businesses also distribute promotional materials with their websites so people can view literature or online videos at their leisure. Consumers need information to assess various products and make purchase decisions. Advertisers use product information to educate consumers on various product features and benefits.

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

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

Companies primarily promote their products to drive sales and profits. They may use product sales, coupons and "bogof" or buy-one/get one free offers to increase sales short-term. But they will need to emphasize product quality and customer service in their messages to increase long-term sales and profits. Businesses usually have specific attributes or core competencies that set themselves apart from competitors. To be successful, the images marketers wish to portray must be commensurate with actual company operations (Hosseini, Abolfazli, 2007).

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

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

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

Conclusion

In conclusion, there has been a general investigation of the effect of promotion strategies that is Advertising, Public Relations and Personal Selling on performance of commercial banks.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter consists of the various methods that the researcher applied during the study. It points out the research designs, study area, study population and reason for their consideration. The chapter also defines and explains the sample size, sampling techniques, data sources, data collection tools, methods, data analysis techniques the researcher used and points out the validity and reliability of the instruments that used in the study together with the ethical issues and limitations of the study.

3.1 Research Design

This is a general plan of how one has to go about answering the research questions. Within a case study research design, the researcher used both approaches that is; qualitative approach to obtain in-depth understanding of the respondents' beliefs, attitudes, the situation and quantitative approach to derive important facts from research data using a cross-sectional time dimension. The study used a case study design approach involving both quantitative and qualitative methods using structured questionnaire, interviews, and document analysis. Case study research strategies are appropriate for the investigation of how and why questions, especially when the concern is to study contemporary issues over which the researcher has no control. (Yin, 1994). A case study provided an in-depth study of the problem with limited time scale (Amin, 2005).

3.2 Study Population

This refers to the group of people chosen for purpose of research. The unit of analysis is Standard Chartered Bank Garden City Branch Garden City Shopping & Leisure Centre, Kampala.

3.3 Area of the Study

The researcher conducted the study in Standard Chartered Bank Garden City Branch Garden City Shopping & Leisure Centre, Kampala. Kampala has been considered because it is the capital city of the country and one of the major districts in the country.

3.4 Sample Size and Selection

A sample size is the total number of sub elements or individuals randomly selected and assigned from a given population. The sample size is the group of people selected from the study population. In other words, a sample size can simply be defined as the subset of a given population (Amin, 2005). Selecting an appropriate sample size is a critical aspect in research with particular reference to this study. The study considered a sample size of 50 respondents from Standard Chartered Bank Garden City Branch Garden City Shopping & Leisure Centre, Kampala This included the management, employees of these organizations to provide information about the study.

3.5 Sampling Techniques

In this study, purposive sampling technique was used to select key respondents because it is best suited for selecting information-rich cases for in-depth study. Simple random sampling technique was also used to collect information from the other employees in the organization. This technique had high degree of generalization of findings; hence it was suitable for a large study population. In this case, the researcher sampled from each proportion of respondents, allocated a number to every member of the accessible population, placed the numbers in a

container then picked numbers at random. The subjects corresponding to the numbers picked were included in the sample.

3.6 Methods of Data Collection

The researcher used both primary and secondary sources of data collection for the study. Respondents were given questionnaires which they filled and at the end the researcher aggregated the responses as data that provided the results of the study. Other publications from secondary sources like dissertations, government publications, journals and the internet were accessed to obtain relevant and supporting literature. These sources are appropriate since they were rich with literature about the dimensions of the study variables.

3.6.1 Questionnaires

A questionnaire method helped to get the information and data concerning the topic of my study. The research instrument that was used for this method of data collection is the administered questionnaires. The researcher set close and open ended structured questions on a sheet of paper arranged according to the study objectives. These questionnaires were distributed for the respondents to fill in the possible answers. This was conducted by issuing questionnaires to various respondents who filled them in. This technique was used because it was appropriate for investigation of researcher's needs, expectations, perspectives, priorities and preferences.

3.6.2 Interviews

Interviews are open questions often administered to key informants to give them wide latitude to talk about the subject. The researcher conducted oral interviews with the Key informants in the organizations. The researcher used interview because the method is useful to obtain information about personal feelings. The researcher used a structured interview guide on the targeted respondents.

3.7 Data Management and Analysis

The researcher used the Likert scale that ranges from one to five where. These were channelled into observable and measureable elements to enable the development of an index of the concept. A five - (5) strongly agree, (4) agree, (3) not sure (2) disagree, (1) strongly disagree were used to measure both the independent and dependent variables. The characteristics of the respondents were measured at nominal and ordinal. This helped to evaluate the relationship between the promotional tools and performance of organizations.

3.8 Data Analysis

3.8.1 Quantitative data analysis

This is the process of making meaning to the mass of collected data. Data analysis involved sorting, editing data, adjusting data into meaningful information, checking incomplete questionnaires to minimize the errors in the research. After data collection, the data was analyzed using a Statistical Package for Social Sciences (SPSS) to obtain statistics and pictorial presentations in terms of graphs and charts.

3.8.2 Qualitative Data Analysis

According to Mugenda and Mugenda, (1999) qualitative data analysis involved identification and transcribing the qualitative findings into different themes. The themes were then edited, coded and arranged in different categories to generate useful conclusions and interpretations on the research objectives which were deduced for reporting in a narrative form. Qualitative data was also presented in form of statements, sometimes verbatim i.e. the very way the data was recorded from the respondents and paraphrase the data and interpreted it.

3.9 Reliability and Validity

Quality was assured in terms of validity and Reliability. This was done through the following;

3.9.1 Validity

Validity refers to the extent to which questions in an instrument accurately measure the variables therein. In other words, Validity is the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda and Mugenda, 1999). It was done by making sure that the questionnaire and interview guide is approved by experts to avoid ambiguity of the questions that need several answers. The questionnaire was subjected to expert face validity and theoretical content validity tests. All tools were pre-tested to ensure validity of the contents within the research instruments. This focuses on finding out whether the instruments can achieve the required results. A content validity index (CVI) is an indication of the degree to which the instrument corresponds to the concept it was designed to measure

3.9.2 Reliability

Reliability refers to the degree to which a set of variables are consistent with what they are intended to measure (Amin, 2005). In other words, it is the ability of the research tools to collect data that can be replicated i.e. where different other people can go to the field to carry out the same research being carried out and get the same results that the researcher got. This was done by test and pre-testing method. It was done by use of the questionnaire to see if it would give the researcher good results. Therefore, for reliability, the researcher got other experts to preview and proof read the research instruments before they are taken to the field. This assisted in improving and identifying whether there are any errors before the instruments are used.

3.10 Ethical Issues

Amin (2005) pointed out that ethical considerations refer to the research principles that were adhered to while conducting the research study. For that reason;

Questionnaires were coded guarantee anonymity as no one of the respondents was named at any time during the research or in the subsequent study.

The researcher made efforts to ascertain the credibility of the literature to avoid plagiarism. The researcher explains to the respondents the purpose of the study and that the information they provide were kept confidential. This was backed by assurance of their protection

Respondents were selected for their willingness to participate without compulsion and no risks to the respondents were identified at any stage during the research. And also irrespective of the nature of data collection, the self-esteem and self-respect of the respondents was not violated.

3.11 Study Limitations

Limited trust availed to the researcher. To make answering the questionnaires easier, the researcher, through his research assistant, had to first assure the respondents of utmost confidentiality and secrecy of each one's details, and yet it was really hard convincing the potential respondents that the information they gave would be held with utmost concealment.

There was a limitation of reliance on self-administered questionnaire data. With the use of self-administered questionnaires, it was impossible to control respondent behaviour and the opportunity to clarify uncertainties is also lost, which may result in the validity of the data being compromised. However, the researcher conducted reliability and validity tests to ensure the consistence and accuracy of the tools that were used.

Time; the researcher experienced a time constraint in data collection, analyzing of data and in final presentation of the report. This was overcome by ensuring that all the appointments are met and done on time.

3.12 Conclusion

The chapter is basically the backbone of the research, because it stipulated how the study was conducted that is the sample size, sampling techniques, data sources, data collection tools, methods, data analysis techniques the researcher used and points out the validity and reliability of the instruments that used in the study together with the ethical issues and limitations of the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSIONS

4.0 Introduction

In this chapter, findings about the effect of promotional strategies on the performance in the banking sector using a case of Standard Chartered Bank Garden City branch are presented, analysed and interpreted. The chapter is presented in four sections where by first section covers the background characteristics of respondents then followed by the second, third, and fourth sections in which results on objective one, two and three respectively are analysed and interpreted.

4.1 General characteristics of respondents

The study aimed at contacting 50 respondents. The background characteristics of the respondents which included Gender, Age and Education Level were analyzed, presented, interpreted and discussed below:

4.1.1 Gender of the Respondents

Table 4. 1: showing the Gender of the Respondents

Gender	Frequency (F)	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid Male	27	54.0	54.0	54.0
Female	23	46.0	46.0	100.0
Total	50	100.0	100.0	

Source: Primary data

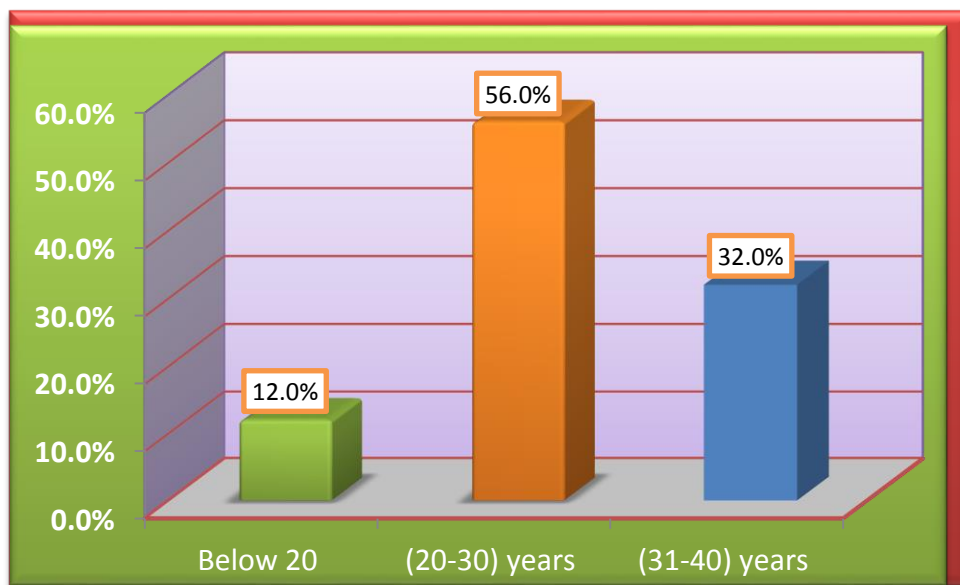
According to table 4.1, the majority (54.0%) of the respondents were males whereas the minority (46.0%) of the respondents were females. This testified that there are more men

employees than women employees and this was related to the recruiting procedures used by the human resource at Standard Chartered Bank. This also helped the researcher to obtain two sided data thus avoiding compilation of biased data.

4.1.2 Age group of the Respondents

The distribution of the respondents according to their age was illustrated in the figure below.

Figure 4. 1: showing the Age group of the Respondents



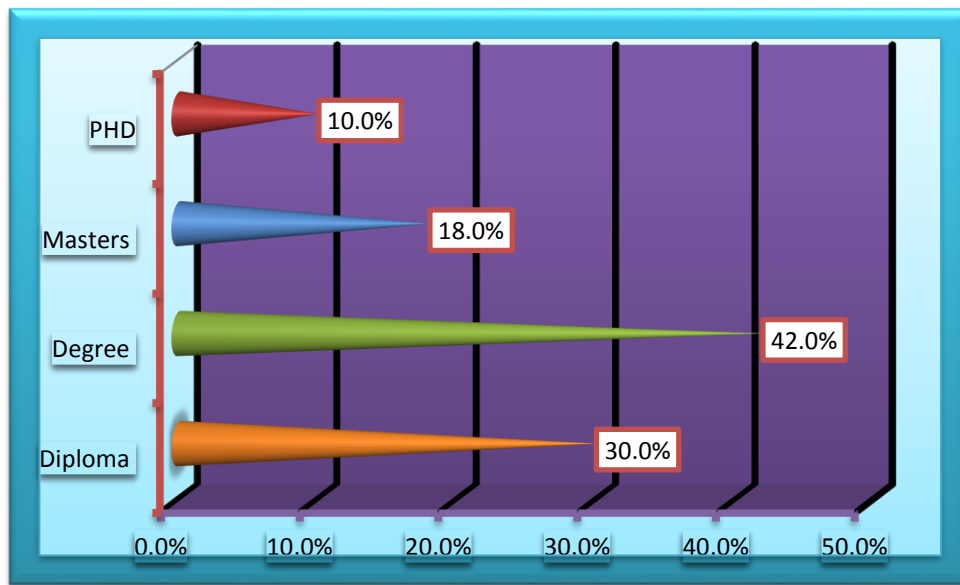
Source: Primary data

Results from figure 4.1 indicated that the majority (56.0%) of the respondents belonged to the age group of 20-30 years, those were followed by (32.0%) who had years ranging from 31 to 40 years whereas the minority (12.0%) of the respondents were below 20. All these categories contributed to the study by raising different views relevant to the study under investigation.

4.1.3 Education level of the Respondents

The distribution of the respondents according to their education level was illustrated in the figure below.

Figure 4. 2: showing the Education level of the Respondents



Source: Primary data

With consideration from the results presented in figure 4.2, it was shown that the majority (42.0%) of the respondents was degree holders, (30.0%) were diploma holders, (18.0%) had attained masters while the minority (10.0%) of the respondents had PHD. The fact that all the respondents had acquired education this saved time during data collection because of the quick response and easy interpretation of the statements in the questionnaire.

4.2 Advertising on Performance of Commercial Banks

Under this section the first objective which focused on the effect of advertising on the performance of commercial banks was analysed, presented, interpreted and discussed. The researcher explored the respondents' level of agreement and disagreement with the effects listed in table 4.2 below. The following abbreviations were used; **SA** = (Strongly Agree), **A**= (Agree), **N**= (Neutral), **D**= (Disagree), **SD**= (Strongly Disagree) and **STD**= Standard Deviation.

Table 4. 2: showing the effect of advertising on performance of commercial banks

Role of financial literacy on performance of small scale farmers	SA		A		NS		D		SD		Mean	STD
	F	%	F	%	F	%	F	%	F	%		
The bank uses posters and billboards to advertise its products	17	34.0%	25	50.0%	2	4.0%	5	10.0%	1	2.0%	3.42	0.847
The bank mainly uses radio as its advertising media	28	56.0%	18	36.0%	2	4.0%	0	0.0%	2	4.0%	3.89	0.925
The bank carries out advertising to create awareness on the different products and services offered	23	46.0%	20	40.0%	3	6.0%	3	6.0%	1	2.0%	3.44	1.024
The bank also carries out advertising to provide knowledge to the customers about the different products and how to access them	31	62.0%	11	22.0%	1	2.0%	4	8.0%	3	6.0%	4.05	0.746
The bank is mainly advertising mortgages and the priority section	24	48.0%	23	46.0%	1	2.0%	0	0.0%	2	4.0%	3.55	0.581
The bank is also advertising business loans and guarantees for SMEs	16	32.0%	31	62.0%	0	0.0%	2	4.0%	1	2.0%	3.22	1.241
Advertising has increased the awareness of the bank's products and services through the different media like radio	19	38.0%	18	36.0%	5	10.0%	5	10.0%	3	6.0%	3.56	0.824
Advertising has also increased demand for the banks products and services which has increased its market share	33	66.0%	12	24.0%	3	6.0%	0	0.0%	2	4.0%	3.92	0.913

Source: Primary data

According to the findings of the study, it was presented that the majority (50.0%) of the respondents agreed that Standard Chartered bank uses posters and billboards to advertise its products, those were followed by (34.0%) who strongly agreed, (4.0%) were not sure whether the bank uses posters and billboards to advertise its products, (10.0%) disagreed while the minority (2.0%) of the respondents strongly disagreed. The mean of 3.42 and standard deviation of 0.847 implied that Standard Chartered bank extensively uses posters and billboards to advertise its products.

This was in agreement with Kotler, (2009) who propounded that advertising is done through spreading of information by marketer relating to a product, service or an idea through different medium, such as billboards among others

In regards with the findings of the study, it was shown that the majority (56.0%) of the respondents strongly agreed that Standard Chartered bank mainly uses radio as its advertising media, those were followed by (36.0%) who agreed, (4.0%) were not sure whether the bank mainly uses radio as its advertising media and only (4.0%) strongly disagreed. The mean of 3.89 and standard deviation of 0.925 implied that Standard Chartered bank extensively uses posters and billboards to advertise its products. This was in line with the findings of the interview where one of the respondents pointed out that:

“Various announcements and adverts have been passed over various radios in Kampala about the services and products offered by Standard Chartered Bank”

With consideration to the study findings, the majority (46.0%) of the respondents strongly agreed that Standard Chartered bank carries out advertising to create awareness on the different products and services offered, those were followed by (40.0%) who agreed, (6.0%) were not sure whether the bank carries out advertising to create awareness on the different products and services offered, (6.0%) disagreed whereas the minority (2.0%) of the

respondents strongly disagreed. The mean of 3.44 and standard deviation of 1.024 represented the majority who strongly agreed that Standard Chartered bank carries out advertising to create awareness on the different products and services offered

This was in agreement with Aaker (2009) who opined that advertising play an important role in increasing brand awareness and also stressed that repetitive advertising program increase the chance of paying attention to brand

With reference to the study findings, the majority (62.0%) of the respondents strongly agreed that Standard Chartered bank carries out advertising to provide knowledge to the customers about the different products and how to access them, those were followed by (22.0%) who agreed, (2.0%) were not sure whether advertising is carried out to provide knowledge to the customers about the different products and how to access them while (8.0%) and (6.0%) disagreed and strongly disagreed respectively. The mean of 4.05 and standard deviation of 0.746 implied that Standard Chartered bank carries out advertising to provide knowledge to the customers about the different products and how to access them. This was in line with the findings of the interview where one of the respondents mentioned that:

“Advertising has increase competition by providing information to consumers about the available alternatives at the institution”

In relation to the findings of the study, the majority (48.0%) of the respondents strongly agreed that Standard Chartered bank is mainly advertising mortgages and the priority section, (46.0%) who agreed, (4.0%) strongly disagreed while the minority (2.0%) of the respondents were not sure whether the bank is mainly advertising mortgages and the priority section. The mean of 3.55 and standard deviation of 0.581 implied that Standard Chartered bank is mainly advertising mortgages and the priority section. This was in line with the findings of the interview where one of the respondents mentioned that:

“The has massively advertised mortgage with a main intention of recovering unpaid loans”

Furthermore, the findings of the study showed that the majority (62.0%) of the respondents agreed that Standard Chartered bank is also advertising business loans and guarantees for SMEs, those were followed by (32.0%) who strongly agreed whereas (4.0%) and (2.0%) disagreed and strongly disagreed respectively. The mean of 3.22 and standard deviation of 1.241 implied that Standard Chartered bank is also advertising business loans and guarantees for SMEs. This implied loans and guarantees are among the products offered by standard chartered bank

In addition to the above , the findings of the study indicated that the majority (38.0%) of the respondents strongly agreed that Standard Chartered bank has increased the awareness of the bank’s products and services through the different media like radio, those were followed by (36.0%) who agreed, then whereas (10.0%) were not sure if the bank has increased the awareness of the bank’s products and services through the different media like radio, (10.0%) disagreed while the minority (6.0%) of the respondents strongly disagreed. The mean of 3.56 and standard deviation of 0.824 represented the (38.0%) who strongly agreed. This was in agreement with Sraughan (2000) who quoted that advertising is positively concerned with the awareness of the brand association which is increased brand equity.

From the study findings, it was indicated that the majority (66.0%) of the respondents strongly agreed that Standard Chartered bank has also increased demand for the banks products and services which has increased its market share, those were followed by (6.0%) were not sure if the bank has also increased demand for the banks products and services which has increased its market share while the minority (4.0%) of the respondents strongly disagreed. The mean of 3.92 and standard deviation of 0.913 depicted that Standard

Chartered bank has also increased demand for the banks products and services which has increased its market share.

This was in agreement with Aderemi (2010) who affirmed that advertising makes proper identification of individual brand known and their advertisements easier while the brands advertised are easily recognized at the point of purchase which in turn increases market share

4.3 Public Relations Strategy on the Performance of Commercial Banks.

Under this section the second objective which focused on the effect of public relations strategy on the performance of commercial banks was analysed, presented, interpreted and discussed. The researcher explored the respondents' level of agreement and disagreement with the effects listed in table 4.3 below. The following abbreviations were used; **SA** = (Strongly Agree), **A**= (Agree), **N**= (Neutral), **D**= (Disagree), **SD**= (Strongly Disagree) and **STD**= Standard Deviation.

Table 4.3: showing the effect of public relations strategy on the performance of commercial banks

Public relations and performance	SA		A		NS		D		SD		Mean	STD
	F	%	F	%	F	%	F	%	F	%		
The bank engages in public relations	20	40.0%	16	32.0%	4	8.0%	3	6.0%	7	14.0%	3.62	0.893
The bank uses employee volunteering as a tool of public relations	31	62.0%	14	28.0%	3	6.0%	1	2.0%	1	2.0%	4.09	1.123
The bank sponsors different campaigns and events	22	44.0%	22	44.0%	1	2.0%	3	6.0%	2	4.0%	3.50	0.751
The bank engages in public relations in order to improve its public image	26	52.0%	20	40.0%	1	2.0%	2	4.0%	1	2.0%	3.64	1.025
The bank also engages in public relations to increase its awareness so as to get new customers	17	34.0%	21	42.0%	4	8.0%	6	12.0%	2	4.0%	3.29	0.941
Public relations has enabled the bank to meet customer expectations through addressing their concerns	29	58.0%	21	42.0%	0	0.0%	0	0.0%	0	0.0%	3.68	1.301
Public relations has also helped the bank to satisfy its customers through addressing their concerns	21	42.0%	18	36.0%	5	10.0%	5	10.0%	3	6.0%	3.43	0.638

Source: Primary data

From the study finding, it was indicated that the majority (40.0%) of the respondents strongly agreed that Standard Chartered bank engages in public relations, those were followed by (32.0%), then (8.0%) were not sure if the bank (14.0%) strongly disagreed while the minority (6.0%) of the respondents disagreed. The mean of 3.62 and standard deviation of 0.893 depicted that Standard Chartered bank engages in public relations. This was supported

by the findings of the interview where one of the respondents noted that:

“Standard Chartered bank has initiated marketing activities that raise the public’s consciousness about a product”

In relation to the findings of the study, the majority (62.0%) of the respondents strongly agreed that Standard Chartered bank uses employee volunteering as a tool of public relations, (28.0%) agreed, (6.0%) were not sure whether the bank uses employee volunteering as a tool of public relations and the priority section whereas (2.0%) and (2.0%) disagreed and strongly agreed respectively . The mean of 4.09 and standard deviation of 1.123 implied that Standard Chartered bank uses employee volunteering as a tool of public relations.

With reference to the study findings, (44.0%) of the respondents strongly agreed that Standard Chartered bank sponsors different campaigns and events, (44.0%) agreed, (6.0%) disagreed, (4.0%) strongly disagreed while the minority (2.0%) were not sure whether the bank sponsors different campaigns and events. The mean of 3.50 and standard deviation of 0.751 implied that Standard Chartered bank sponsors different campaigns and events

This was in agreement with Gima (2007) who stressed that managers should handle special events such as sponsorship, parties, or activities to have an opportunity to widely introduce the new product or services

Also with consideration to the study findings, the majority (52.0%) of the respondents strongly agreed that Standard Chartered bank engages in public relations in order to improve its public image, those were followed by (40.0%) who agreed, (2.0%) were not sure whether the bank engages in public relations in order to improve its public image, (4.0%) disagreed whereas (2.0%) of the respondents strongly disagreed. The mean of 3.64 and standard deviation of 1.025 represented the majority (52.0%) who strongly agreed. This was

in agreement with the findings of the interview where one of the respondents mentioned that:

“The bank has engaged itself in public relations in order to inform, persuade, remind people about its products and improve its public image”

In regards with the findings of the study, it was shown that the majority (42.0%) of the respondents agreed that Standard Chartered bank also engages in public relations to increase its awareness so as to get new customers, those were followed by (34.0%) who strongly agreed, (8.0%) were not sure whether the bank also engages in public relations to increase its awareness so as to get new customers, (12.0%) disagreed while the minority (4.0%) of the respondents strongly disagreed. The mean of 3.29 and standard deviation of 0.941 implied that Standard Chartered bank also engages in public relations to increase its awareness so as to get new customers.

This was in agreement with Jobber (2004) who stated that Public Relations is a powerful tool for creating awareness and strengthening the reputation of organizations

Furthermore, the findings of the study showed that the majority (58.0%) of the respondents strongly agreed that public relations have enabled Standard Chartered bank to meet customer expectations through addressing their concerns whereas the minority (42.0%) of the respondents agreed. The mean of 3.68 and standard deviation of 1.301 testified that public relations have enabled Standard Chartered bank to meet customer expectations through addressing their concerns. This was in agreement with the findings of the interview where one of the respondents quoted that:

“The virtues of the company and value offered by Public relations efforts have been able to meet the expectations of the consumer thus resulting into long term relationship and strengthening of the consumer loyalty”

In addition to the above , the findings of the study indicated that the majority (42.0%) of the respondents strongly agreed that public relations has also helped the Standard Chartered bank to satisfy its customers through addressing their concerns, those were followed by (36.0%) who agreed, (10.0%) were not sure if public relations has also helped the bank to satisfy its customers through addressing their concerns, (10.0%) disagreed while the minority (6.0%) of the respondents strongly disagreed. The mean of 3.43 and standard deviation of 0.638 represented the (42.0%) who strongly agreed.

This was in agreement with Churchill (2008) who stressed that Public Relation activities help the organization to create favorable image of the product and create trust among consumers thus fostering satisfaction among its customers.

4.4 Personal Selling on the Performance of Commercial Banks

Under this section the second objective which focused on the effect of personal selling on the performance of commercial banks was analysed, presented, interpreted and discussed. The researcher explored the respondents' level of agreement and disagreement with the effects listed in table 4.4 below. The following abbreviations were used; **SA** = (Strongly Agree), **A**= (Agree), **N**= (Neutral), **D**= (Disagree), **SD**= (Strongly Disagree) and **STD**= Standard Deviation.

Table 4. 4: showing the effect of personal selling on the performance of commercial banks

Public relations and performance	SA		A		NS		D		SD		Mean	STD
	F	%	F	%	F	%	F	%	F	%		
The bank uses personal selling as a promotional strategy	23	46.0%	13	26.0%	8	16.0%	1	2.0%	5	10.0%	3.49	0.884
The bank has a sales department which is charge of sending representatives to carry out personal selling	28	56.0%	18	36.0%	2	4.0%	0	0.0%	2	4.0%	3.68	1.142
They use personal selling to promote products like accounts and loans	20	40.0%	24	48.0%	0	0.0%	2	4.0%	4	8.0%	3.14	1.032
The bank targets companies through sending representatives to emphasize employee banking in different organizations	17	34.0%	23	46.0%	3	6.0%	5	10.0%	2	4.0%	3.11	0.722
The bank also targets individuals by sending representatives to inform customers about the bank's products and services	35	70.0%	12	24.0%	2	4.0%	1	2.0%	0	0.0%	4.14	0.936
Personal selling has enabled the bank to get direct feedback from customers	21	42.0%	21	42.0%	7	14.0%	0	0.0%	1	2.0%	3.45	0.713
Personal selling has also increased the bank's customer base which has given the bank a competitive advantage	16	32.0%	26	52.0%	3	6.0%	2	4.0%	3	6.0%	3.02	1.025
Personal selling has also helped in creating customer awareness	30	60.0%	19	38.0%	0	0.0%	1	2.0%	0	0.0%	4.09	0.852

Source: Primary data

With consideration to the study findings, the majority (46.0%) of the respondents strongly agreed that Standard Chartered bank uses personal selling as a promotional strategy, (26.0%) agreed, (6.0%) disagreed, (16.0%) were not sure whether this promotional strategy is used at the bank, (10.0%) strongly disagreed whereas the minority The mean of 3.49 and standard deviation of 0.884 implied that Standard Chartered bank uses personal selling as a promotional strategy. This was in agreement with the findings of the interview where one of the respondents pointed out that:

“Personnel selling has been emphasized at the bank because of its ability to create awareness and persuade customers to demand for the bank’s products”

With reference to the study findings, it was presented that the majority (56.0%) of the respondents strongly agreed that Standard Chartered bank has a sales department which is in charge of sending representatives to carry out personal selling, (36.0%) agreed, (4.0%) were not sure whether the bank has a sales department which is in charge of sending representatives to carry out personal selling whereas only (4.0%) strongly disagreed. The mean of 3.68 and standard deviation of 1.142 implied that Standard Chartered bank has a sales department which is in charge of sending representatives to carry out personal selling. This was in agreement with the findings of the interview where one of the respondents noted that:

“Different employees are chosen and appointed by the management from the sales department which was established specifically to ensure sustainable revenue at the institution”

According to findings of the study, the majority (48.0%) of the respondents agreed that Standard Chartered bank uses personal selling to promote products like accounts and loans, (40.0%) agreed whereas (4.0%) and (8.0%) disagreed and strongly disagreed respectively.

The mean of 3.14 and standard deviation of 1.032 represented the majority (48.0%) of the respondents who agreed that Standard Chartered bank uses personal selling to promote products like accounts and loans. This was in agreement with Lukas (2000) who stressed that personnel selling help to generate additional revenue through greater information with regards to the products or services being promoted

More to the above, the findings indicated that the majority (46.0%) of the respondents agreed that Standard Chartered bank targets companies through sending representatives to emphasize employee banking in different organizations, those were followed by (34.0%) who strongly agreed, (6.0%) were not sure about this whereas (10.0%) and (4.0%) disagreed and strongly disagreed respectively. The mean of 3.11 and standard deviation of 0.722 implied that Standard Chartered bank targets companies through sending representatives to emphasize employee banking in different organizations. This implied how deep the bank has probed into fostering personal selling.

Furthermore, the findings of the study showed that the majority (70.0%) of the respondents strongly agreed that Standard Chartered bank targets individuals by sending representatives to inform customers about the bank's products and services, those were followed by (24.0%) who agreed, (4.0%) were not sure whether the bank targets individuals by sending representatives to inform customers about the bank's products and services while the minority (2.0%) of the respondents disagreed. The mean of 4.14 and standard deviation of 0.936 depicted that Standard Chartered bank targets individuals by sending representatives to inform customers about the bank's products and services

This was in agreement with Sraughan (2000) who stressed that personal selling help to increase competition by providing information to consumers about the available alternatives

From the study findings, it was presented that (42.0%) of the respondents strongly agreed that personal selling has enabled Standard Chartered bank to get direct feedback from customers, (42.0%) agreed, (14.0%) were not sure whether personal selling has enabled the bank to get direct feedback from customers while the minority (2.0%) of the respondents strongly disagreed. The mean of 3.45 and standard deviation of 0.713 implied that personal selling has enabled Standard Chartered bank to get direct feedback from customers. This was in agreement with the findings of the interview where one of the respondents pointed out that:

“A sales person is always appointed and instructed to contact customers from their places, explain to them, persuade them and inquire their personal views about the products offered by the bank”

In addition to the above, it was indicated that the majority (52.0%) of the respondents agreed that Personal selling has also increased the bank’s customer base which has given the bank a competitive advantage, (32.0%) strongly agreed, (4.0%) were not sure whether personal selling has increased the bank’s customer base while (4.0%) and (6.0%) disagreed and strongly disagreed respectively. The mean of 3.02 and standard deviation of 1.025 implied that personal selling has also increased the bank’s customer base which has given the bank a competitive advantage. This in line with Kotler, 2006) who noted that sales people can also offer many specific reasons to persuade a customer to buy, in contrast to the general reasons that may urge customers to take immediate action

From the study findings, it was also shown that the majority (60.0%) of the respondents strongly agreed that personal selling has also helped in creating customer awareness, (38.0%) agreed, while the minority (2.0%) of the respondents disagreed. The mean of 4.09 and standard deviation of 0.852 represented the majority (60.0%) of the respondents strongly agreed that personal selling has also helped in creating customer awareness. This was in agreement with the findings of the interview where one of the respondents mentioned that:

“Through personal selling, the sales person representatives directly approach individual customers and inform them about the existing different products offered by the bank”

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In this chapter the summary of the findings and conclusions are drawn from the study based on the findings presented in data analysis and the study objectives and the chapter also brings forth the recommendations, as well as suggesting the areas for further studies.

5.1 Summary of the findings

5.1.1 Advertising and the performance of commercial banks.

The findings disclosed that the majority agreed and strongly agreed that Standard Chartered bank uses posters and billboards to advertise its products and mainly uses radio as its advertising media whereby various announcements and adverts have been passed over various radios in Kampala about the services and products offered by Standard Chartered Bank. It was also agreed on that Standard Chartered bank carries out advertising to create awareness on the different products and services offered implying that advertising play an important role in increasing brand awareness.

The findings of the study also revealed that the majority agreed and strongly agreed that Standard Chartered bank carries out advertising to provide knowledge to the customers about the different products and how to access them and that Standard Chartered bank is mainly advertising loans, guarantees for SMEs and mortgages with a main intention of recovering unpaid. It was also agreed on that Standard Chartered bank has increased the awareness of the bank's products and services through the different media like radio and advertising has increased demand for the banks products and services.

5.1.2 Public relations and performance of commercial banks

The study revealed that majority of the respondents agreed and strongly agreed that Standard Chartered bank engages in public relations through initiating marketing activities that raise the public's consciousness about a product and that Standard Chartered bank uses employee volunteering as a tool of public relations. It was also agreed on that the bank sponsors different campaigns and events and it has as engaged itself in public relations in order to inform, persuade, remind people about its products and improve its public image

The findings also indicated that the most respondents agreed and strongly agreed that Standard Chartered bank engages in public relations to increase its awareness so as to get new customers which implied Public Relations has been viewed as a powerful tool for creating awareness and strengthening the reputation of organizations. It was also disclosed that the majority agreed and strongly agreed that public relations have enabled Standard Chartered bank to meet customer expectations through addressing their concerns and it has created trust among consumers thus fostering satisfaction among its customers.

5.1.3 Personal selling and the performance of commercial banks

The study further revealed the majority of the respondents agreed and strongly agreed that Standard Chartered bank uses personal selling as a promotional strategy because of its ability to create awareness and persuade customers to demand for the bank's products. It was also agreed on that the bank has a sales department which is in charge of sending representatives to carry out personal selling in order to promote products like accounts and loans thus generating additional revenue through greater information with regards to the products or services being promoted

The study of the findings also disclosed that most of the respondents strongly agreed and agreed that Standard Chartered bank targets individuals by sending representatives to inform

customers about the bank's products and service and direct feedback from customers. Furthermore, the findings disclosed that personal selling has created customer awareness and has increased the bank's customer base which has given the bank a competitive advantage. This was related to the fact that sales people can offer many specific reasons to persuade a customer to buy, in contrast to the general reasons that may urge customers to take immediate action

5.2 Conclusions

From the results, it can be concluded that advertising had a positive effect on the performance of the organization. This is because advertising is a form of communication that helps to create awareness and through this the bank was able to increase demand for its products and services which in turn enabled it to increase the market share.

It can also be concluded that advertising is a bit expensive because different media is used to capture the customers' attention for example billboards, radio stations and these can be costly because a lot of income is invested in such ventures.

It can also be concluded that there is a positive relationship between advertising and perceived quality thus we could say advertising positively affects the perceived quality of the organization's products and services. This is because when the organization repetitively advertises its products the customers begin to pay attention which in turn creates brand royalty.

It can be concluded that through public relations organizations improve on their public image this is because they participate in several activities like sponsorship, helping the needy, and community work and through these they give back to the community which in turn improves their public image.

It can also be concluded that public relations increases brand awareness especially through sponsorship of events like football and this also increases customer awareness about the organization which can increase its market share.

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

Personal selling also creates customer satisfaction. This is because during the face to face interaction with the sales representative the customers inquiries are effectively answered which leaves the customer satisfied with the bank's services.

5.3 Recommendations

Based on this study, the researcher recommended the following;

The company should minimize its emphasis on price off sales promotion this is because this promotional strategy is being over used in the Ugandan banking sector so the bank should introduce new strategies in order to be ahead of its competitors. Lagazian, (2011) the company should not base its business strategies on integrated marketing communication with customers but it should also invest in technological innovation to enjoy economies of scale.

The organization's managers should pay attention to the pricing strategy of the bank because this can help the bank to win over new customers which can in turn lead to the organization's success.

The organization should also focus on its distribution strategy in order to make sure that it is more accessible to the customers because this can also enable the bank to attract new customers because of its accessibility.

I recommend that managers should pay attention to the personal selling strategies by studying the objectives to match the customers' needs and wants. Further, the organization management should set trainings for the employs on how to be good salesmen because this creates customer satisfaction. Promotional techniques are considered as the context for this research because, given the characteristics of the approaches, it is evident it's always important to deliver by direct contact between provider and customer. For this reason employees play a key role in the services (Aderemi, 2010).

I recommended that the organizational management should introduce other promotional approaches such as pricing, sales discount because they are needed by in order to increase on sales. Due to the fact that promotional techniques are a necessary strategy that ensures these organizations' success and performance. It is vital to marketing the organization (Lagazian, 2011).

5.4 Areas for further study

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

Factors considered when choosing a promotional strategy

Promotional strategies used by banks and their effect on customer retention

Effect of promotional strategies on competitiveness

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Appendix 1: Questionnaire

I am **Nabukeera Brenda**, a student of Uganda Martyrs University Nkozi undertaking a Bachelor's degree in Business Administration and management. I am carrying out an academic research study on the topic of **“THE EFFECT OF PROMOTIONAL STRATEGIES ON PERFORMANCE IN THE BANKING SECTOR”** using a case study of Standard chartered bank garden city branch. 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. It is only through your response that this study can be successfully completed.

SECTION A: Background information

Tick / fill in the most appropriate answer.

1. Gender:

a) Female b) Male

2. Age

a) Below 20 years b) 20 – 30 years c) 31 – 40 years

4. Academic Qualification

a) Diploma b) Degree c) Masters d) PhD

Please indicate the extent to which you agree or disagree to the following statements' by ticking the appropriate space provided. The following abbreviations are used.

Strongly Agree	Agree	Not Sure	Strongly Disagree	Disagree
5	4	3	2	1

SECTION B: Advertising and performance of commercial banks

To what extent do you agree or disagree with the following statements with regards to the effect of advertising on performance of commercial banks

Advertising and performance of commercial banks		5	4	3	2	1
1	The bank uses posters and billboards to advertise its products					
2	The bank mainly uses radio as its advertising media					
3	The bank carries out advertising to create awareness on the different products and services offered					
4	The bank also carries out advertising to provide knowledge to the customers about the different products and how to access them					
5	The bank is mainly advertising mortgages and the priority section					
6	The bank is also advertising business loans and guarantees for SMEs					
7	Advertising has increased the awareness of the bank's products and services through the different media like radio					
8	Advertising has also increased demand for the banks products and services which has increased its market share					

SECTION C: public relations and performance of commercial banks

To what extent do you agree or disagree with the following statements with regards to the effect of public relations and performance of commercial banks

Public relations and performance		5	4	3	2	1
1	The bank engages in public relations					
2	The bank uses employee volunteering as a tool of public relations					
3	The bank sponsors different campaigns and events					
4	The bank engages in public relations in order to improve its public image					
5	The bank also engages in public relations to increase its awareness so as to get new customers					
	Public relations has enabled the bank to meet customer expectations through addressing their concerns					
	Public relations has also helped the bank to satisfy its customers through addressing their concerns					

SECTION D: personal selling and performance of commercial banks

To what extent do you agree or disagree with the following statements with regards to the effect of personal selling on performance of commercial banks

Personal selling and performance		5	4	3	2	1
1	The bank uses personal selling as a promotional strategy					
2	The bank has a sales department which is charge of sending representatives to carry out personal selling					
3	They use personal selling to promote products like accounts and loans					
4	The bank targets companies through sending representatives to emphasize employee banking in different organizations					
5	The bank also targets individuals by sending representatives to inform customers about the bank's products and services					
6	Personal selling has enabled the bank to get direct feedback from customers					
7	Personal selling has also increased the bank's customer base which has given the bank a competitive advantage					
8	Personal selling has also helped in creating customer awareness					

END

THANK YOU FOR YOUR TIME AND COOPERATION