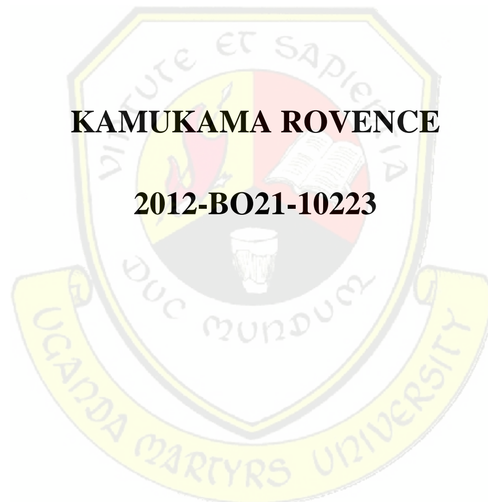
EFFECTS OF MARKETING STRATEGIES ON MARKETING PERFORMANCE OF ORGANIZATIONS

CASE STUDY: ORANGE TELECOM UGANDA

BY:



KAMUKAMA ROVENCE

2012-BO21-10223

UGANDA MARTYRS UNIVERSITY

MAY, 2015

EFFECTS OF MARKETING STRATEGIES ON MARKETING PERFORMANCE OF ORGANIZATIONS

A CASE STUDY OF ORANGE TELECOM, UGANDA

BY

KAMUKAMA ROVENCE

2012- B021-10223

AN UNDERGRADUATE DISSERTATION PRESENTED TO THE FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A BACHELORS DEGREE OF BUSINESS ADMINISTRATION AND MANAGEMENT OF

UGANDA MARTYRS UNIVERSITY

MAY, 2015

DEDICATION

I dedicate this work to my beloved parents Mr & Mrs Karegyesa, my family and my friend Vivian Nabanoba who have been a great inspiration and have done a lot to ensure that I get whatever I needed in my academic journey.

ACKNOWLEDGEMENT

I would like to extend my sincere gratitude to my supervisor, Mr. Sekatawa John for his assistance, encouragement, patience, support and time. I appreciate all the suggestions and the feedbacks. They were very helpful.

Special thanks also go to Mr. Kibrai Moses, the dean for the Faculty of Business Administration and Management for his academic and moral support.

My sincere gratitude also goes to my parents, friends, lecturers and my brothers for their financial, moral and academic support. May God bless all of you.

Lastly, I would like to thank God for everything. He deserves all the glory because carrying out this research work would be impossible without His guidance, love and support. Glory to Him forever.

TABLE OF CONTENTS

APPROVAL .... **i**

DEDICATION .... **ii**

ACKNOWLEDGEMENT .... **iii**

TABLE OF CONTENTS .... **iv**

LIST OF TABLES .... **ix**

ABSTRACT .... **x**

CHAPTER ONE **1**

GENERAL INTRODUCTION **1**

1.0 Introduction 1

1.1 Background of the study 1

1.2 Statement of the problem 3

1.3 Major objective of the study 3

1.3.1 Specific objectives 3

1.4 Research questions 4

1.5 Scope of the study 4

1.5.1 Content scope 4

1.5.2 Geographical scope 4

1.5.3 Time scope 4

1.6 Significance of the study 5

1.7 Justification of the study 5

1.8 Definition of key terms 5

1.9 The conceptual frame work 7

CHAPTER TWO **8**

LITERATURE REVIEW **8**

2.0 Introduction 8

2.1 Pricing and marketing performance 8

2.2 Branding and marketing performance 14

2.3 Promotion and marketing performance 22

CHAPTER THREE **33**

METHODOLOGY **33**

3.0 Introduction 33

3.1 Research design 33

3.2 Area of the study 34

3.3 Study population 34

3.4 Sampling procedures 35

3.4.1 Sample size 35

3.4.2 Sampling techniques 36

3.5 Data collection methods and instruments 36

3.5.1 Questionnaires 37

3.5.2 Interviews 37

3.6 Quality control methods 37

3.7 Data Management and Processing 38

3.8 Data Analysis 38

3.8.1 Quantitative data analysis 38

3.8.2 Qualitative Data analysis 39

3.9 Ethical considerations 39
3.10 Limitations of the study.. 40
CHAPTER FOUR.. 41
PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS 41
4.0 Introduction 41
4.0.1 Background information of respondents 41
4.0.2 Pricing and marketing performance 46
4.0.2.1 Pricing.. 47
4.0.2.2 Prices 48
4.0.2.3 Zero Pricing 48
4.0.2.4 Discourage customers... 48
4.0.2.5 Government controls prices.. 49
4.0.2.6 Pricing offers a way to attack competitors 49
4.0.2.7 Market demand 50
4.0.3 Branding and marketing performance 51
4.0.3.1 Strong Brands 51
4.0.3.2 Brand names 52
4.0.3.3 Competitive advantage 52
4.0.3.4 Telecom’s popularity.. 52
4.0.3.5 Consumer perceptions and preferences 53
4.0.3.6 Financial value.. 53
4.0.3.7 Simplifying identification.. 54
4.0.3.8 Consumer satisfaction.. 54

4.0.4 Promotion and marketing performance 55
4.0.4.1 Advertising 55
4.0.4.2 Sales Promotion 56
4.0.4.3 Public relations 56
4.0.4.4 Advertising induces customers 56
4.0.4.5 Public relations creates relationships 57
4.0.4.6 Promotion increases demand 57
4.0.5 Interview guide 58
4.0.5.1 Challenges faced in setting prices 58
4.0.5.2 Branding adds value 59
4.0.5.3 Motivates buyers 59
4.0.5.4 Pricing types 59
4.0.5.5 Competitive advantage 59
4.0.5.6 Different promotional activities 60
4.1 Conclusion 60
CHAPTER FIVE 61
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS 61
5.0 Introduction 61
5.1 Summary of findings 61
5.1.1 Pricing and marketing performance 61
5.1.2 Branding and marketing performance 61
5.1.3 Promotion and marketing performance 62
5.1.4 Interview guide 62

5.2 Conclusions 63

5.3 Recommendations 64

5.4 Suggestions for further research... 64

REFERENCES.. 65

APPENDICES 68

Appendix I: Questionnaire 68

Appendix II: Introductory letter 73

LIST OF TABLES

Table 1: Population of the Study 36

Table 1: Positions held in the organization 42

Table 2: The gender of respondents 42

Table 3: Age group of respondents 43

Table 4: Marital status of respondents 44

Table 5: Education level of the respondents 44

Table 6: Level of management of respondents 45

Table 7: Frequency distribution for duration served in the organization 46

Table 8: Mean and standard deviation for pricing 47

Table 9: Mean and standard deviation for branding 51

Table 10: Mean and standard deviation for promotions 55

Table 11: Descriptive Statistics for promotion, branding and pricing 58

ABSTRACT

Marketing is a very important and a vital aspect in modern day business and it is almost impossible for businesses to thrive in the market without proper implementation of the marketing disciplines.

The main purpose of the study was to determine the effects of marketing strategies on the marketing performance of organizations in Uganda. The strategies in question were pricing, branding and promotion. The effects of the above mentioned strategies on marketing performance of organizations were investigated differently. The researcher used a case study design, quantitative and qualitative techniques in collection of data. The data was analyzed and presented using the SPSS version 16.

The data was obtained through the use of questionnaires and interviews. The study found out the majority of the respondents agreed that the organization employs different marketing strategies in a bid to improve its marketing performance. The study findings also indicated that marketing strategies have a positive effect on the marketing performance of Orange telecom for example they help to create awareness to the public about its existence, products and services, boost the sales and even increase its profits.

The study recommended that emphasis be put on employing various pricing strategies, intensive promotional activities and also finding niche markets.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The research intends to study the effects of marketing strategies on marketing performance of organizations in Uganda. This chapter addresses the back ground of study, statement of the problem, objectives of the study, major objectives, specific objectives, research questions, scope of the study, significance of the study, justification, definition of key terms and lastly the conceptual framework.

1.1 Background of the study

According to the business dictionary, marketing strategies are plans that combine all of the organization's marketing goals into a comprehensive plan. They are drawn from market research and focus on the right product mix in order to achieve the maximum profit potential and sustain the organization so that it keeps in business.

They look at increasing sales and achieving a sustainable competitive advantage for an organization. Marketing strategies include all basic, short-term and long term activities in the field of marketing that deal with the analysis of the strategic initial situation of a company and the formulation, evaluation and selection of market-oriented strategies and therefore contribute to the goals of the company and its marketing objectives. (Wikipedia.org)

Dawar, N (2013) says marketing strategies are ways how a firm ensures that a maximum impact from the limited budget and time is achieved. They provide the much needed context for why companies have to view customers as paramount, that is why in the modern business world, an

organization's ability to handle competition depends on the marketing strategies it takes on.

Globally, over the past years, businesses and academic researchers like William (William, et al 2005) have displayed particular interests in organizations' marketing performance through effective marketing strategies. Recent research also suggests that for marketing performance of firms to be enhanced, marketing strategies have to be suggested because they are an excellent instrument in improving an organization's sales, competitive advantage and reputation. Body shop stores company in Europe, after dismissing the marketing element, suffered great losses in the USA and UK markets and the only way the company would revive its performance in the markets amidst competition from other companies like Mark and Spencer was to quickly adopt the discipline of marketing strategies so that it would anticipate what to do incase tides begun to turn against them (Palmer, 2000).

Nationally, Orange is the key brand of France telecom, one of the world's leading telecommunications operators. With more than 131 million customers, the orange brand covers internet, television and mobile services in majority of countries where the group operates. Orange Uganda since its launch in 2009 has positioned itself as a strong challenge on the market with a series of innovative and attractive offers. It is the number one service provider in the country with the largest 3G+ network. It also offers some of the best tariffs in the market for both data and voice with unique national flat rate per second or per minute on voice and sms, an attractive range of international tariffs and is still the only operator to offer exclusive call back service free in Uganda. It is located on plot 28-30, Clement Hill Road, Kampala with around forty four outlets all over the country.(www.orange.com).

1.2 Statement of the problem

Hassan,M. et al (2013) in their journal state that in today's changing and turbulent business environment, every organization runs the risk that its current business model will be out dated and as long as there are quality conscious customers, there will be organizations interested in delivering superior quality and taking them away from their competitors.

According to Palmer (2004), organizations suffer customer losses and face harsh competition if they fail to adopt the disciplines of marketing strategies.

Kotler and Keller (2012) add that even if an organization has a great marketing strategy, it can be sabotaged by poor implementation which means that customer needs will not be met. Once this happens, customers get offended and they turn to competitors. This consequently reduces sales of an organization.

Therefore there is a need to investigate whether or not the marketing strategies of pricing, branding and promotion have an effect on marketing performance of organizations.

1.3 Major objective of the study

To assess the effect of marketing strategies on marketing performance of organizations.

1.3.1 Specific objectives

i. To establish the relationship between pricing and marketing performance of organizations.

ii. To examine the relationship between promotion and marketing performance of organizations.

iii. To evaluate the relationship between branding and marketing performance of organizations.

1.4 Research questions

i. What is the effect of pricing on the marketing performance of an organization?

ii. How is the organization's promotion activity related to its marketing performance?

iii. How does branding affect the marketing performance of an organization?

1.5 Scope of the study

This covers the boundaries of the study in terms of geographical area, conceptual and the time period.

1.5.1 Content scope

The study will focus on marketing strategies in consideration of pricing, branding and promotion and how they influence the marketing performance measured in terms of market share, competitive advantage and customer loyalty on Orange telecom, Uganda.

1.5.2 Geographical scope

The study will be carried out at Orange telecom, Uganda, the Rukungiri district branch which is located in the southwestern direction of Kampala city and 364.6km from the city.

1.5.3 Time scope

The study will focus on the time period of one year from 2013-2014. The researcher selected this time because it is a relevant period to capture the most recent information hence ensuring reliability and validity for the findings.

1.6 Significance of the study

The significances of the study are;

i. The study will form a basis of knowledge, enlightening business people on how marketing strategies affect the marketing performance of organizations.

ii. The study is to aid creation of new knowledge and awareness in the area of marketing strategies in all kinds of organizations.

iii. The research will widen the researcher's knowledge in the field of marketing.

1.7 Justification of the study

i. There is an urgent need especially by marketers to better understand the effect of the marketing strategies they adopt on the marketing performance of organizations they work for.

ii. There is a need to also harmonize knowledge about marketing strategies and marketing performances of organizations and to also fill in the knowledge gap by investigating the effect marketing strategies of pricing; branding and promotion have on marketing performance.

1.8 Definition of key terms

Pricing

This refers to what the company gets back in return for all the effort that is put into producing and marketing the product. It looks at what the company wants in terms of revenue from the products or services produced and given. (Jobber, 2010)

Branding

Branding is the process of creating a distinctive identity for a product which differentiates it from its competitors. Branding lies at the heart of marketing strategy and seeks to remove a company from the harsh competition of commodity type markets. By differentiating its products and giving it unique values, a company simplifies consumer's choices in markets which are crowded with otherwise similar products. (Palmer, 2000)

Promotion

Promotion refers to an activity that supports or provides active encouragement for the furtherance of a cause, venture or aim.

It also a method one uses to spread the word about your product or service to customers, stake holders and the broader public. Once you have identified your target market, you will have a good idea of the best way to reach them but most businesses use a mix of personal selling, sales promotion and public relations to promote their products or services. (www.business.wa.go.ac.)

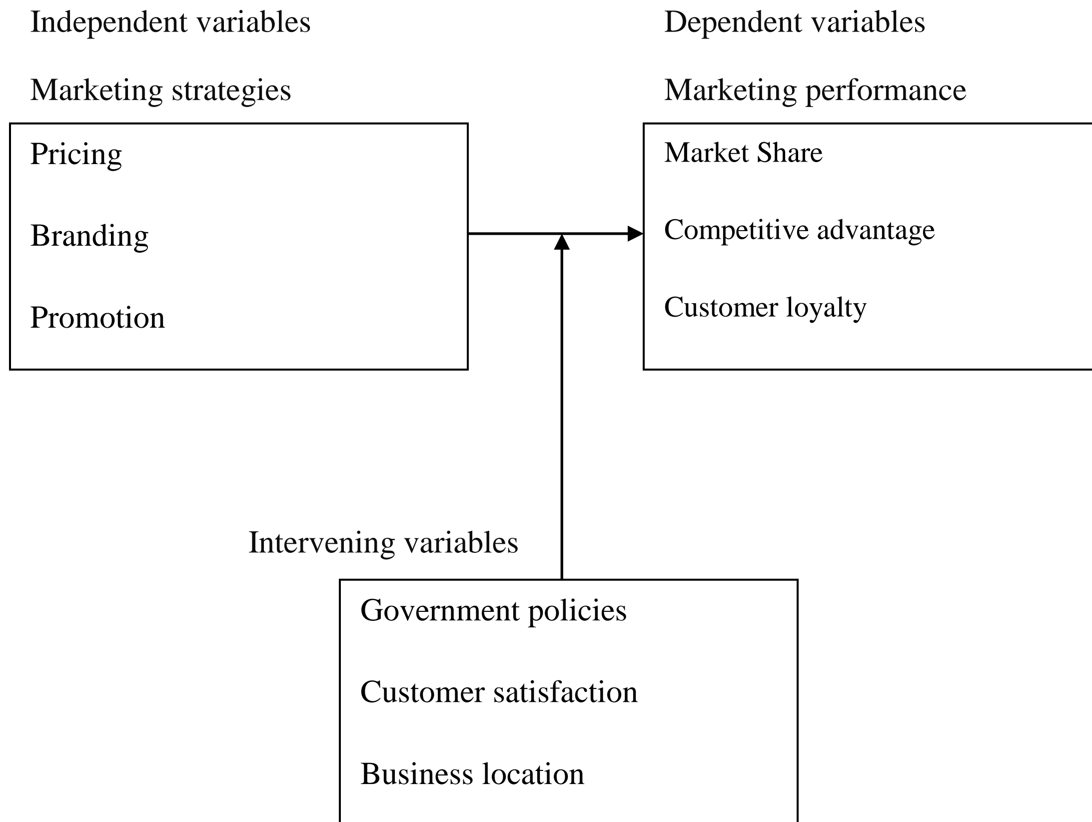
Marketing strategies

These are plans that specify the impact a firm hopes to achieve on the demand for a product or a product line in a given target market. They are the bridge between the corporate strategies and the situation analysis on one hand and the action oriented marketing programs on the other. These marketing plans should flow from and be consistent with the marketing strategies.

Marketing performance

Marketing performance is described by professionals as the analysis and improvement of the efficiency and effectiveness of marketing. This is accomplished by focus on the alignment of marketing activities, strategies and metrics with business goals. It can also mean the behavior of a security or asset in the market place.

1.9 The conceptual frame work



The above illustration looks at the relationship between the independent and dependent variable and how they are affected by the intervening variables. The independent variables of pricing, branding and promotion when well managed will lead to increased market share, customer loyalty and competitive advantage in an organization. However the intervening variables of government policies, customer satisfaction and business location if not properly managed will discourage customers, reduce on the market share and competitive advantage, no matter how good the pricing, branding and promotion activities are.

Sources; Borden, N.H. (1965), the concept of marketing mix in G.Schwartz (ed), science in marketing (New York; S.Wileynd) pp 386-97.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter reviews the works of past researchers in a summarized form and emphasis will be put only on the ideas relevant to the study and the previous works relating to the objectives of the study. The review is conducted in harmony with objectives and the researcher also identifies the gaps in the past researcher's works which the study intends to fill.

2.1 Pricing and marketing performance

Jobber (2004) defines pricing as what the company gets back in return for all the effort that is put into manufacturing and marketing the product .Therefore no matter how good the product is, how creative the promotion and how efficient the distribution unless price covers costs, the company will make a loss.

Kotler (2012) agrees with Jobber (2004) by stating that price is one of the most important elements determining company market share and profitability. Organizations that properly carry out a proper pricing strategy will thrive in the market yet those that ignore this same strategy will quickly find themselves driven out of the market as their sales performance will slowly decline.

Brassington and Pettit (2006) add that for a company to maintain its market share in a highly competitive market, its prices cannot be increased for the next trading period or even that they have to be reduced to face competitors who undercut. Increasing market share may mean aggressively low pricing to attract switchers from competing products.   Alternatively high prices might help establish a high-quality position that appeals to more discerning customers.

Where price equals quality or where quality level exceeds price, the consumer certainly benefits and thus the seller may have established a useful position. However, when the price exceeds the quality, that represents poor value for money and the seller will most likely lose customers.

Brassington (2006) continues to argue that when a market is highly competitive on price, it is natural that companies will seek to operate as cost effectively and cost efficiently as possible in order to improve their profit margins which in turn ensures their survival in business.

Pricing determines an enterprises' profitability (which is in agreement with Kotler and Jobber) and therefore its capacity to remain a going concern. While an enterprise may on occasion run at a loss, there is a short limit beyond when it ceases to be viable hence the need for extreme prudence in establishing prices. On the other hand the enterprises need to charge prices which offer a level of profitability sufficient enough to enable them expand the operation and keep in the market. But it must also ensure that prices are competitive enough to attract customers because as long as an enterprise keeps hold of its customers, chances are that its market share will increase. (Malumo, 1986)

Cravens and Piercy (2009) suggest that pricing is an instrument of competition. This is because price offers a way to quickly attack competitors and position a firm away from direct competition for example off –price retailers use a low- price strategy against department stores and other retailers. Price strategy is always related to competition whether firms use a lower, higher or equal price. When competition is beaten, an organization is able to retain its customers increasing its market share and sales which means that gradually its profits will also increase.

Pricing also improves financial performance. The above mentioned authors add that since prices and costs determine financial performance, pricing strategies need to be assessed as to their estimated impact on the firm's financial performance both in short and long run.

Global competition has forced many firms to adopt pricing approaches that will generate revenues in line with forecasts. This enables the firms to take on the pricing strategies that will generate more revenues which will in the end help to improve their financial performance. Importantly both revenue and costs need to be taken into account in selecting pricing strategies.

Jobber (2004) argues that in the marketing-decision process, understanding how to set prices is an important aspect and as such developing a coherent pricing strategy assumes the major significance in the performance of firms in the markets. He further states that the pricing decision is dependent on other earlier decisions in the market planning process which can either be a threat or an opportunity to the business.

In highly competitive markets, businesses have to address the pricing factor very carefully if they are to stay in the market. It would require great self-confidence on part of a firm not to reduce prices when the other firms dealing in the same product lines have done so. By maintaining prices when others have reduced theirs, a firm will drive customers to competitors who have reduced their prices. (Malumo,1986).

In a related study, Palmer (2004) states that for very many struggling companies to survive in the market and keep in business, they set prices at low levels simply to get enough cash to tide them over. Many firms usually find themselves in this situation when there is a down turn in consumer demand and they are left with too much stock and expensive overheads to pay. He however adds that normally, companies will not want to go on charging low prices for very long. Their hope is that once buyers have tried and enjoyed their product or service, they will always come back for it. By this stage, for a firm to successively improve its performance in the market, prices will be raised to something that approaches competitors' price levels.

The buyers can no longer be tempted with low prices and overtime, they may actually come to prefer the product over the competitors' product even if the price is high. Palmer further says that for companies to encourage trial in the market, they can even give away their products at no price(zero pricing) in order to get potential buyers to try the new products for example free shampoos are often given away with women's magazines to encourage them to start using those shampoos.

Beamish and Ashford (2007) state that price is the only element of the marketing strategy that generates revenue for the organization. Everything else about the organization relates to cost. Therefore pricing is the opportunity to gain some return on investment or return on capital employed, meeting profit objectives and looking at growth opportunities from profits year after year.

It is however essential that the organization always considers the price from the perspective of the customer and then relate it to demand. The price that is charged is very much based upon the supply and demand factor of the market, the supply being the availability of the product and the demand based around how many people in the market actually want it. This is often a good starting point for the organization in establishing its potential pricing strategy.

Prices influence wages, rent interest and profits. (Stanton et al, 2007). Price is a basic regulator of the economic system because it influences the allocation of the factors of production which are labor, land and capital. High wages attract labour, high interest rates attract capital and so on. As an allocator of resources, price determines what will be produced and who will get the goods and services produced.

They further state that a product's price is a major determinant of the market demand for it. Through prices, money comes into the organization. Thus price affects a firm's competitive positions, revenues and net profits. Pricing is extremely important because small changes in price can translate into huge improvement in profitability.

Some businesses use high prices to convey an image of superior quality. This approach will have a positive impact only on consumers who consider quality important. It's most likely to work well in the case of services and certain goods for which consumers have difficulty judging quality on objective basis. To be highly effective in signaling superior quality, the high price should be combined with other conspicuous elements of the marketing mix such as a compelling advertising message and an appealing package design.

Brassington and Petit (2006) continue to argue that it can be easy and tempting to set a low price to attract customers but this can establish attitudes and perceptions of the quality and positioning of the brand that would be difficult to overturn. A subsequent price rise might be viewed with some hostility by the customer. The safest route to low price entry with an option of raising it later is to make the price a promotional issue.

Clearly signaling the low price as an introductory offer, a short term trial price both attracts attention and encourages trial of the new product and when the price does rise to a normal level, there is no confusion or suspicion in the customer's mind.

Stanton, et al (2007) suggest that while prices are important to a company most of the time, it may not always be so always. Several factors can limit how much effect pricing has on a company's marketing program. Differentiated product features, a favorite brand, high quality, convenience or a combination of all these may be important to the consumer other than the price.

So for an organization to achieve business success, emphasis has to be put not only on price but on the other factors as mentioned above which also attract consumers to buy the product and if they like it, repeated purchases are made which increases the companies' profitability and market share.

Customer satisfaction is affected by pricing in that if the selling price of a product or service is set too high, customers will find it hard buying such and therefore a company may not achieve its sales volume targets. If the price is set too low, volume sales targets may be achieved but no profit will be earned. Therefore marketers set prices for individual products on the basis of what they cost to produce, what the competition is charging and what the customers are prepared to pay. (Palmer,2000).

Palmer, (2004) argues that we live in a world in which governments increasingly seek to control prices of key goods and services, so it is important to understand how firms can reconcile the sometimes conflicting approaches of market forces and regulation. Government policies like taxation on businesses for example property taxes and value added taxes cause organizations to price their goods and services highly because of the high taxes levied on them which easily drives customers to competitors that charge slightly lower prices. When this happens, that organization loses most of its customers and its market share reduces.

Business location also affects pricing of goods in a way that if organizations are located in urban centres like Kampala, they tend to charge their products highly because of the taxes they have to pay to URA like ground rent (Okello, 2006) which drives customers to those business that are in remote places that sell the exact goods but at cheaper prices. This means that the sales of these organizations in urban centres reduce and their market share gradually reduces.

2.2 Branding and marketing performance

Every business has a corporate brand that requires attentive management. Brands have an inmate power to either hurt or develop an organization. The organization determines which of these two possibilities becomes a reality through the ways in which it leverages the brand.

Sometimes the corporate brand is thought of as a cost center but organizations are better served by viewing it as a business asset. A company needs to understand its brand, gauge its effectiveness, potential and manage the brand as it would any other asset. A corporate brand affects multiple audiences, both internal and external. Internally a brand touches employees, management, shareholders, partners and vendors. Externally the brand can reach the media, prospective investors, customers and everyone else who interacts with the organization.

According to Peter and Donnelly (2013), branding refers to giving a good or service the name, term or design that identifies one seller's good or service as distinct from those of other sellers. The legal term for brand is trademark.

A good brand name can evoke feelings of trust, confidence, security, strength and many other desirable characteristics. It is this trust that drives the customers to keep buying an organization's products and services which gives it a competitive advantage over the other organizations in the same business. Companies usually carry out branding strategies of line extension, franchise extension and even dual branding strategy.

Line extension approach uses a brand name to facilitate entry into a new market segment for example Diet coke and liquid tide.

Franchise extension strategy attaches the company's corporate name to the product when the company tries to enter either a new market segment or a different product class for example Honda lawnmower and Toyota Lexus.

The dual branding strategy is one in which two or more branded products are integrated for example Barcadi rum with Coca-Cola, US airways and Bank of America. The logic behind this strategy is that one brand name on a product gives a certain signal of quality but the presence of a second brand name on the product results into a signal that is at least more powerful than in the case of a single brand name. Each of these strategies mentioned above is an attempt by companies to gain competitive advantage by making use of their established reputations.

Companies may also choose to assign different brand names to each product which is known as multi branding strategy. By doing so, the firm makes a conscious decision to allow the product to succeed or fail on its own merits. Increasingly companies are finding that the brand names are one of the most valuable assets they possess, successful extensions of an existing brand can lead to additional loyalty and associated profits. Conversely, a wrong extension can cause damaging associations, as perceptions linked to the brand name are transferred back from one product to another.

Palmer (2004) suggests that branding lies at the heart of marketing strategy and seeks to remove a company from the harsh competition of commodity type markets. By differentiating its products and giving them unique values, a company or organization simplifies consumer choices in markets which are crowded with otherwise similar products. This in turn encourages the customers to remain loyal to that product as necessary confusions will be avoided and this in turn increases the organization's sales and gives it competitive advantage over the companies that are operating in the same business.

Jobber (2010) explains that by developing a distinctive name, packaging and design, a brand is created. Some brands are supported by logos for example the 'Nike swoosh' and the prancing horse of Ferrari. By developing an individual identity, branding permits customers to develop associations with the brand for example economy, prestige which eases the purchase decision. Branding affects perceptions which could entice consumers to continually buy a product that they perceive is of high quality according to its brand. This gives such a product competitive advantage over similar products in the market and increases its sales which boost the company's profitability.

Jobber further states that companies that develop strong brands benefit in the following ways;

The financial value of those companies can be greatly enhanced by the possession of strong brands for example Procter and Gamble paid 31 billion pounds for Gillette. Gillette's brands were valued at a far higher level than its physical assets. Coca cola attributes only 7% of its value to its plants and machinery- its real value lies in its brands.

Strong brand names have positive effects on consumer perceptions and preferences. Clearly the strength of Diet coke and Toyota as powerful brands influenced perception and preference in both markets.

The impact of the strong, positive perceptions held by consumers about top brands means it is difficult for new brands to compete. Even if the new brand performs well on blind taste testing, it may be insufficient to knock the market leader off the top spot. This is one of the reasons Virgin Coke failed to dent Coca cola's domination of the cola market. The reputation of strong brands then may be a powerful barrier to competition.

Strong market leading brands lead to high profits since they are rarely the cheapest. Brands such as coca cola, Kelloggs, Mercedes and Microsoft are all associated with premium prices.

This is because their superior brand equity means that consumers receive added value over their less powerful rivals. Strong brands also achieve distribution more readily, economies of scale and are in better position to resist retailer demands for price discounts.

Consumers tend to trust strong brands. The Henley forecasting center found that consumers are increasingly turning to trusted guides to manage choice. A key trusted guide is the brand name and its perceptual associations. When consumers stop trusting a brand, the fall out can be catastrophic as when the once strong Mark's and Spenser brand lost the trust of its customers. Happily the brand is regaining that trust under new management. The lesson is never to do anything that might compromise the trust held by consumers towards a brand.

According to Kotler and Armstrong (2006), a brand is a term, symbol or design that identifies the maker or seller of a product or a service. To them, consumers view branding as an important part of a product and it can add a lot of value to a product for example most consumers would perceive a bottle of white linen perfume as high quality, expensive product but the same perfume in an un marked bottle would likely be viewed as lower in quality even if the fragrance were identical.

Branding has become so strong that today hardly anything goes unbranded. Salt is packed in branded containers, common nuts and bolts are packaged with the distributor's label and auto mobile parts such as spark plugs, filters and tines bear brand names that differ from those of the other auto makers. Even fruits, vegetables and poultry are branded for example sun skit oranges, Doka pineapples and Fresh express salad greens. All these tell customers about product quality,

provide the seller with legal protection for unique product features that otherwise might be copied by competitors. This increases the popularity of the organization in the market attracting more and more customers who in turn purchase these products increasing its sales and enabling it gain some advantage over competitors.

The above authors' further state that brands are not just names and symbols but they represent consumer perceptions and feelings about a product and its performance. Brands like Disney and Nike win competitive battles not just because they deliver distinctive benefits, trustworthy service or innovative technologies but they succeed because they forge a deep connection with their customer's feelings and wants.

Powerful brands have high brand equity. (Kotler, 2006). Brand equity is the positive differential effect that knowing the brand name has on customer response to the product/ service. A measure of the brand's equity is the extent to which customers are willing to pay more for the brand. One study found out that 72% of customers would pay a 20% premium for their brand of choice relative to the closest competing brand; 40% said they would pay a 50% premium. Loyal coke drinkers would pay a 50 % premium and Volvo users a 40% premium.

High brand equity provides a company with competitive advantage since a powerful brand enjoys a high level of consumer brand awareness and loyalty. A powerful brand offers the company some good defence against fierce price competition.

Dawar, N (2013) says that brands are an indispensable part of modern business. This is because of brands' remarkable efficiency in aggregating consumers, reaching them with a promise to deliver a clearly stated benefit that sets it apart from competitors. Brands make it easier for consumers to find the products they want and need. They also make markets more efficient by

bringing buyers and sellers together at lower cost than would otherwise be possible. In fact the loss of a brand would often be more harmful to a company's ability to continue business operations than the loss of its upstream assets.

Consumers' attention is finite but available information is increasingly abundant which gives rise to a principle of scarcity that makes brands particularly valuable. This partly explains why Lexar after introducing memory cards for digital cameras wisely packaged them in gold packages similar to those of Kodak film. The battle between brands takes place inside the minds of consumers.

Palmer (2004) suggests that branding makes it easy for consumers to identify products or services which assure purchasers that they are getting comparable quality when they reorder. It is this assurance that will keep customers glued to the organization thereby increasing its sales and leading to its growth in the market environment.

Further still branding helps sellers to control their share of the market because buyers will not confuse one product with another. It reduces price comparisons because it is hard to compare prices on two items that are differently branded plus the fact that branding adds on the measure of prestige to otherwise ordinary commodities for example Chiquita bananas. All these ensure that the customers clearly get to know the product, appreciate it and this gives it competitive advantage over similar products.

Keller and Kotler (2012) reveal that one of the most valuable intangible assets of a firm is its brands. Building a strong brand is both an art and a science and a strong brand commands intense consumer loyalty. They further explain that branding helps the consumers to identify the source of the product and allows them assign responsibility for the product's performance to a particular manufacturer or distributor. A credible brand signals a certain level of quality so that satisfied

buyers can easily choose the product again. This leads to brand loyalty which provides predictability and security of demand for the firm and it creates barriers to entry that make it difficult for other firms to enter the market.

Loyalty also transforms into customer willingness to pay a higher price often 20-30% more than competing brands which breeds competitive advantage and improves an organization's profitability and sales.

Kevin, et al (2004) agree with the above authors by defining branding as an organization's use of symbols, phrases and designs to identify and distinguish its products. Branding benefits the customer by helping them to be more efficient shoppers. Consumers recognize and avoid products with which they are dissatisfied while becoming loyal to the other more satisfying brands.

Brands offer more than product identification and a means to distinguish their products but they also take on brand personality, a set of human characteristics associated with a brand name. Research shows that consumers often assign personality traits to products- traditional, romantic, rugged, sophisticated and rebellious, and they choose brands that are consistent with their own/desired self- image which means that consumers are even willing to pay a higher price for a product that is well branded. Branding also gives competitive advantage to a particular organization over the rest for example Disney that well defines children's entertainment.

Customer satisfaction is also affected by branding. This is because consumers trust strong brands. But when consumers stop trusting a brand, the fall out can be catastrophic (Jobber, 2010). If customers have stopped trusting a brand, it means that they can no longer be satisfied by such a product and no matter how well branded it is, if customers are not satisfied with it, they will not purchase such a product or service. An organization that produces such a product or service will

lose its competitive advantage since buyers will opt to buy products that they trust to satisfy their needs. However, if customers trust and are satisfied by a branded product or service, it will be easy for them to identify such a product and even purchase it. It becomes difficult for new brands to compete with the brand that people already love and perceive as satisfactory.

Taxes for example customs duties and withholding taxes which are government policies (Okello, 2006) that are mainly imposed on large businesses by the government cause them to sell their highly branded products expensively which reduces demand for these products while businesses that sell their brands cheaply attract customers. Such businesses thrive as buyers become loyal to them and they repeatedly purchase from them increasing their sales and profitability.

Companies usually make their goods and services in places that are convenient for them (Palmer, 2004). That implies that even if the location is hardly accessible but is convenient for the business, it will be located there. Businesses that are located in hard to reach areas discourage customers even if their products are well branded while businesses that are easily accessible will increasingly attract customers even if their products are not good brands. This boosts sales of such businesses even if their products are poorly branded because they make it easy for customers to access their products.

2.3 Promotion and marketing performance

William and McCarthy (2006) define promotion as communicating information between the seller and potential buyer or others in the demand to influence attitude and behavior.

Fundamentally, the three objectives of promotion are to increase demand for a certain good or service, to differentiate that product or service from the others and to present information to consumers as well as other people. (en.wikipedia.org/wiki/promotion-marketing)

It is sometimes said that a well-designed product, appropriately priced and distributed should require little or no promotion at all but the reality of most markets is fierce competition between suppliers in which each supplier has to do some promotion through communicating to potential buyers the unique benefits of buying their products rather than those of competitors. (Palmer, 2006)

According to Peter and Donnelly (2013), promotion is a combination of impersonal and personal communication the organization puts forth during a specified period. There are five elements of promotion, four of which are non-personal forms of communication. These are advertising, sales promotion, public relations and direct marketing. Personal selling is the only personal form of communication in the promotion mix.

Advertising;

Advertising according to Palmer (2004) is a mass paid communication which is used to transmit information, develop attitudes and induce some form of response from the audience. It seeks to bring about a response by providing information to potential consumers, by trying to modify their desires, and by supplying reasons why they should prefer that particular company's

product. Advertising just like other promotional tools creates awareness of a product and encourage customers to purchase a certain product but is generally best suited to build a longer-term image for an organization and its products. The role of advertising does not end when a sale has been achieved but is often aimed at customers after they have made a purchase, to encourage them to feel that they have made a correct choice and to foster further purchases from the company.

Peter and Donnelly (2013) argue that advertising seeks to promote the seller's product by means of printed or electronic media. This is justified on grounds that messages can reach large numbers of people and make them aware, persuade and remind them about the firm's offerings.

Advertising focuses on creating awareness, aiding comprehension, developing conviction and encouraging ordering. When awareness is created, potential customers get to know about the product or service, they comprehend about what the product or service can do and its important features, customers then get convicted that the product is of value to them and they start ordering for such. The more they get through this process, the more they love the product and in repeatedly purchasing it, loyalty is created.

Perreault and McCarthy (2006) suggest that advertising can be any form of presentation of ideas, goods or services by an identified sponsor. It includes the use of media like magazines, newspapers, T.Vs and the internet. Advertising helps position the firm's brands or marketing mix by informing and persuading target consumers or middle men about the benefits of purchasing its offerings. It also provides ongoing contact with target customers, helps to maintain relationships with satisfied customers and encourage more and more purchases. The more customers purchase the product, the more they get attached to it and the firm that offers it which in the end brings about customer loyalty.

Advertising is a paid form of communication delivered through media from an identifiable source designed to persuade the receiver to take some action, now or in the future. (Grewal and Levy, 2008). All advertising campaigns aim to achieve certain objectives which are to inform, persuade and remind customers about a certain product or service. The authors suggest three forms of advertising which are informative, persuasive and reminder advertising.

Informative advertising communicates to create and build brand awareness with the ultimate goal of moving the consumer through the buying cycle to a purchase.

Persuasive advertising is usually used when the product has gained a certain level of brand awareness to motivate consumers to take action.

Reminder advertising which prompts re-purchases especially for products that have gained market acceptance. All these forms of advertising serve to create and build awareness, motivate buyers to purchase the product and encourage them to keep buying such a product which leads to customer loyalty.

In agreement with all the above authors, Jobber (2010) says that advertising is good for awareness building because it can reach a wide audience clearly. He further states that once the public is aware of the existence of a product, it becomes easy for them to purchase such a product or service which boosts the sales of the particular organization increasing its market share and reputation.

Personal selling;

William and Jerome (2006) propose that personal selling involves direct spoken communication between sellers and potential customers. Sales people get immediate feedback which helps them to adapt.

Once the feedback is gotten, the organization is able to tailor products and services that satisfy customer needs and requirements which motivates them to keep purchasing from such an organization. This in turn boosts its sales and customers are retained since what they want is what they get from the organization.

Jobber (2010) adds that personal selling involves face to face contact with the customers. So for firms that carry on personal selling, it may be easy to directly identify the specific needs and problems of the buyers and tailor the sales presentation in the light of this knowledge. Once the needs and problems of buyers are identified, the organization ensures that a product or a service that satisfies and solves the problem is produced. This draws more and more customers to such an organization since customers value organizations that care so much for their needs.

Palmer (2004) agrees with Jobber (2010) by saying that personal selling requires person to person interaction between a prospective customer and a salesperson. It may occur face to face or by other forms of communication. Personal selling is not simply about persuasion and persistence, although undoubtedly such skills and attributes do come in useful. Personal selling is more about gathering market and customer information; listening, interpreting and understanding customer needs, managing the customer supplier relationship interface and communicating clearly to the customer the benefits of purchasing a particular product that meets their needs.

Jim (2010) adds that this tool can cost the company its customers when the wrong sales people are employed, since they are normally looked at as manipulative and pushy. To avoid this, proper training has to be done by the sales people and they have to be paid fairly well so that they can be motivated to carry out this activity well.

Sales promotion

Sales promotion is a major tool used in the promotional mix. Jobber (2006) defines sales promotion as incentives to consumers or the trade that is designed to stimulate purchases. Examples may include money off and free gifts, discounts and sales force promotion (trade promos). He further states that sales promotion is often used to provide a short, sharp shock to sales and therefore firms can use it as a tactical device to enhance their performance. Sales promotion affects organizations in three ways;

If the promotion has attracted new customers who find that they like the brand, repeat purchases from them may give a long term effect on the market.

If the promotion devalues the brand in the eyes of the customer (money off), the effect may be negative on a firm. If the promotion has only caused customers to buy the brand because of its incentive value with no effect on underlying preference, the effect on the firm in the market is short term.

Perreault, et al (2012) add that sales promotion includes all those promotion activities other than advertising, publicity and personal selling that stimulates interest, trial or purchase by final consumers or the others in the channel. Sales promotion is generally used to complement the other promotion methods. It can often be implemented quickly to get immediate sales results. For an intermediary, such an action might be a decision to stock a product, provide a special display space

or give the product extra sales emphasis. For a consumer, the desired action might be to try a new product, switch from another brand or buy more of a product. The desired action by an employee might be a special effort to satisfy customers. Through sales promotion, consumers are enticed to buy more and more of a particular product which increases sales of such a product in the market.

According to Green, et al (2004) sales promotion refers to any paid consumer or trade communication program of limited duration that adds tangible value to a product or brand. In a price promotion, tangible value may take the form of a price reduction, coupon or mail- in refund. Non price promotions may take the form of free samples, premiums, “buy one, get one free” offers, sweepstakes and contests. Consumer sales promotion may be designed to make consumers aware of a new product, to stimulate non- users to sample an existing product, or to increase overall consumer demand.

Trade sales promotions are designed to increase product availability in distribution channels. The authors continue to say that sales promotion provides a tangible incentive to buyers and they can also reduce the perceived risk buyers may associate with purchasing the product. They explain that at times companies use sales promotions programs like sampling which provides consumers with the opportunity to try a product or service at no cost. When these customers get to actually like the product they have tried, they will start purchasing in large numbers and they will later get devoted to that particular product hence loyalty. Another program used is couponing which is a printed certificate that entitles the bearer to a price reduction or some other special consideration for purchasing a particular product or a service. These coupons reward users that have been loyal and encourage them to continue being loyal while at the same time stimulating product trial by those that have not used the product before. The above activities stimulate purchases improving sales of the organization.

Palmer, A (2004) says that "The institute of sales promotion" defines it as a range of tactical marketing techniques designed within a strategic marketing framework, to add value to a product or a service in order to achieve a specific sales and marketing objective.

The various sales promotion tools used by organizations that aim at the final consumer are free samples or visits, money off price incentives, gift offers and coupons or vouchers.

Free samples encourage trial of a product and can be valuable where consumers are currently loyal to another supplier. They could for example be used by a breakfast cereal manufacturer to entice potential customers to try their brand.

Money off price incentives can be used tactically to try to counteract temporary increases in competitor activity. They can also be used to stimulate sales of a new product shortly after launch or to stimulate demand during slack periods where price is considered to be a key element in a customer's purchase decision.

Gift offers are often provided by companies to encourage short-term sales. Gifts can take many forms such as t-shirts and can encourage immediate or repeated purchases. It is these repeated purchases that enable customers be loyal to the organization.

Coupons/ vouchers allow holders to obtain a discount off a purchase and can be targeted at quite specific groups of users or potential users. To encourage trial by potential new users who fit a specified profile and to encourage repeat purchases, vouchers can be given as a loyalty bonus.

Public relations

A company is dependent on many groups if it is to be successful. The marketing concept focuses on customers and distributors but the needs and interests of other groups such as employees, shareholders, the local community, the media, government and pressure groups are also important features. Public relations is concerned with all of these groups. Public relations is therefore more wide ranging than marketing which focuses on markets, distribution channels and customers.

By communicating to other groups, public relations create an environment in which it is easier to conduct marketing. (Jobber, 2010)

Palmer (2004) argues that public relations are an indirect promotional tool whose role is to establish and enhance a positive image of an organization and its products among its various publics. He adds that public relations not only create mutually beneficial relationships with customers but also with suppliers, intermediaries, government, media and pressure groups who affect the performance of the organization.

Armstrong and Kotler (2012) suggest that public relations consist of activities designed to build good relations with the company's various publics. These publics include the customers, employees, government, etc. Public relations are used to promote products, people, places, ideas and activities. The public relations tools such as news, special events and written material are used to reach and influence the consumers to buy products. Once customers are dully influenced to buy products and the organization has built good relations with them, they become loyal to such an organization by repeatedly purchasing its products or services.

Tanner and Duyer (2006) argue that public relations is the management function that focuses on the relationships and communications with individuals and groups in order to create mutual good will. There are two forms of public relations which are publicity and public affairs. Publicity is the generation of news about a person, product or an organization that appears in broadcast or electronic media. Public affairs is the part of public relations that deals with community groups. Companies use the public relations to create relationships with the employees and even the communities. It is these relationships that motivate customers to purchase their products and services continuously hence loyalty.

Direct marketing

Jobber (2010) defines direct marketing as the distribution of products, information and promotional benefits to target consumers through interactive communicating in a way that allows response to be measured. More and more companies are using direct marketing to develop direct relationships with customers who will keep supporting the business to stay in the market. This approach has especially been widely adopted in the United States in recent years.

Palmer, (2004) says direct marketing has become very important to marketing managers during the past couple of decades and there is every indication that it will continue to become increasingly significant in the future. Direct marketing essentially entails companies opening up a dialogue directly between themselves and the end consumers of their products thereby avoiding the need to communicate through indirect media such as press and television advertising. It also allows a firm to communicate directly with its customers without having to go through retail or wholesale intermediaries.

This direct communication is time saving since retailers and wholesalers are done away with. Customers directly communicate their needs, problems and requirements to the organization which in turn enables it to ensure that customers' problems are solved while at the same time meeting their needs.

Grewal and Levy (2008) argue that direct marketing contains a variety of marketing communication initiatives, including telephone, mail, the internet and e-mail as well as newer communication technologies such as podcasts and cell phones. All these initiatives address the customer in very different ways. The increased use of customer databases has enabled marketers to identify and track consumers overtime and across purchase situations, which have contributed to the rapid growth of direct marketing.

Business location affects promotion. Palmer (2004) argues that companies usually make their goods and services in places that are convenient for production, but consumers prefer to buy them where the purchase process and consumption is easiest. Goods must be made available in the right quantity, in the right location and at the time when customers wish to purchase them. This means that if a business is located in a place that is not easily accessible, it does not matter what kind of promotional tools it uses to create awareness of their offerings to the customers but truth is that customers will not want to associate themselves with such a business that is difficult to reach.

On the other hand, if a business is so easy to reach and access, all the effort it puts in promotion will be rewarded since customers will find it easy to get what they need from such an organization since it will be easy for them to access the business. This means that they will continue to support such since it makes it easy for them to acquire goods and services which in the end will breed loyalty.

Customer satisfaction is also affected by promotion. Promotional activities like public relations focus on creating relationships with employees and even communities. (Tanner and Duyer,2006). When employees have proper relationships with their employers and communities around them, it motivates them to put all their energies in producing goods that will satisfy their customers and communities. This means that customers will be attracted to such organizations since there are already forged relationships between them and the organizations which improves their competitive advantage in the market.

Further still, policies of the government like taxes for example VAT and license tax (Okello, 2006) make it hard for some organizations to carry out intensive promotional activities like advertisements because it will be too expensive for the organization to heavily carry these promotional activities out while at the same time paying the heavy taxes levied on them. Therefore such organizations will lose their customers to organizations that can afford to pay these taxes and still intensively promote their products and services. Customers get more acquainted with these organizations that regularly do promotions like advertising and sales promotion as they are constantly reminded and given some incentives to repeatedly purchase.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter takes into account the different types of approaches that were used by the researcher during the study. It clearly identifies the research designs that the researcher used, the area of the study and why it was chosen over the other areas, the study population, sampling procedures, sample size and sampling techniques that the researcher used while conducting the study. This chapter also describes in detail the data collection methods and instruments that were used, the quality control methods, data management and processing, data analysis, ethical considerations and finally the limitations of the study.

3.1 Research design

Research design specifies groups for which data was collected, to which groups and when the intervention occurred and when the data was collected from the group. The strength of a design and the possible biases inherent in a design depend on the type of questions addressed in the research.

The type of research design used was case study design. A case study design is a method known for obtaining true and comprehensive picture of a social unit, institution or community in order to understand the life cycle of that particular unit more fully (Amin 2005). A case study provides an in-depth study of the problem with limited time scale.

The study was conducted among the customers and employees of Orange telecom Uganda.

Approaches used were quantitative and qualitative approaches. The researcher used the qualitative approach because data collected under this approach is factual and simplifies analysis and interpretation. For the quantitative approach, the researcher used it because it deals with the language and the relationship of variables which easily simplifies the researcher's work as variables and their dimensions have already been identified. The researcher related them in form of figures and scores. The time dimension of the study was cross- sectional since the research project was time constrained for a short period.

3.2 Area of the study

Area of the study is geography for which data is analyzed in a report or map.

The study was conducted at Orange telecom, Uganda the Rukungiri branch which is located in the south west and 364.6km from the city, Kampala. This case study was chosen particularly because day by day Orange telecom is implementing its marketing strategies in a bid to improve its marketing performance. Therefore it has enough relevant data and information regarding the topic under investigation.

3.3 Study population

The study population refers to the group of individuals in a study taken from a general population who share a common characteristic (relevant population to study). The target population was the management, staff and the users of Orange telecom. It was comprised of forty particulars from which information was obtained. According to Mugenda and Mugenda (2003) target population in statistics is the specific population about which population is desired.

3.4 Sampling procedures

3.4.1 Sample size

A sample is a smaller collection of units from a population used to determine truths about that population. (Field, 2005). A sample size however is a finite part of a statistical population whose properties are used to make estimates about the population as a whole. (Singh, 2007). Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample.

Thirty six respondents were selected based on Krejcie and Morgan (1970) sampling guidelines using the probability stratified random sampling method, and non-probability methods of purposive sampling criteria.

Formula for determining sample size

$S= X^2NP(1-P)/ d^2(N-1)+ X^2P(1-P)$

Where

S= Required sample size

X^2= The table value of chi squares for one degree of freedom at the desired confidence level (3.841)

N= The population proportion (assumed to be 50 since this would provide the maximum sample size)

d=The degree of accuracy expressed as a proportion. *Source*: Krejcie and Morgan (2005)

Below is an illustration of the sample size;

Table 1: Population of the Study

S/N	Category	Population
1	Management	02
2	Staff	15
3	Customers	19
Total		**36**

Source: (Researcher)

3.4.2 Sampling techniques

In this study, purposive sampling technique was used to select key respondents that is the administration and marketing officers, the employees plus the customers because it is best suited for selecting information for in depth study (Barifaijo, Basheka and Oonyu, 2010). Simple random sampling technique was used to collect information from the respondents. This technique has high degree of generalization of findings; hence it was suitable for the study population (Sekaran and Bougie, 2010)

3.5 Data collection methods and instruments

These are the various instruments that the researcher used to gather and collect data from respondents. The researcher mainly used questionnaires and interviews.

3.5.1 Questionnaires

These are carefully designed instruments for collecting data in accordance with the specifications of the research questions and hypothesis.

They consisted of sets of questions which the respondents were required to answer. This instrument enabled the researcher to use the information discovered to fill in the gaps in the study since the information gotten from the respondents was first hand information.

3.5.2 Interviews

An interview guide is a set of questions drafted to assist in interviewing respondents. (Mugenda & Mugenda, 2005). Interviews are in forms of meetings where the researcher interacts with the respondents by asking them questions and recording their feedback. They are normally of two types i.e. telephone interviews and face to face interviews. The researcher used interviews because they are cheap to conduct and the researcher could even observe the respondents to note their reactions.

Further still this data collection instrument had a higher response rate compared to the questionnaires.

3.6 Quality control methods

For quality control to be ensured, validity and reliability of instruments has to be ensured as well. Amin (2005) says validity and reliability are two important aspects in the acceptability of the use of an instrument for research purposes. Validity refers to the extent to which questions in an instrument accurately measure the variables therein (Hair et al., 2003). In other words, it is the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda and Mugenda, 1999). Reliability refers to the degree to which a set of variables are consistent with

what they are intended to measure (Amin, 2005). When the items on an instrument are not scored right versus wrong, Cronbach's alpha is often used to measure the internal consistency which is often the case with attitude instruments that use Likert scale (Barifaijo, Basheka & Oonyu, 2010). Mugenda & Mugenda, (2003) stresses that a coefficient of 0.80 or more implies that there is a high degree of reliability of the data, and that's what the researcher adopted.

3.7 Data Management and Processing

The data was examined to extract the themes and sub-themes in relation to the research objectives, and then used to describe and explain the effect of marketing strategies and marketing performance of organizations. A criterion for evaluating the performance was determined by analyzing the descriptive answers from each respondent. Answers about the effect of marketing strategies on marketing performance were established and recorded. Discussions were based on identified themes.

3.8 Data Analysis

Data analysis is a practice in which raw data is ordered and organized so that useful information can be extracted from it.

In a bid to move from data information, we need to analyze data using appropriate techniques. (Singh, 2007)

3.8.1 Quantitative data analysis

Raw data was collected, edited, coded and then analyzed using Statistical Package for Social Sciences (SPSS) and presentation was in form of tables. Numerical codes were attached to

each item so as to give statistical meaning to the items. It was then tabulated into mean and standard deviations.

3.8.2 Qualitative Data analysis

Qualitative data analysis involved identification and transcribing the qualitative findings into different themes (Mugenda and Mugenda, 1999). The themes were then edited, coded and arranged in different categories (categorization method) to generate useful conclusions and interpretations on the research objectives which were then deduced for reporting in a narrative form

3.9 Ethical considerations

Ethics refers to norms or standards of behaviour that guide moral choices about behaviour and relationship with others. (Cooper and Schindler, 2006). The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from research activities (Cooper and Schindler, 2001). The following were the ethical considerations that were taken into;

The researcher obtained a letter of permission from the faculty of Business Administration and management to allow her carry out research, consult relevant authorities of Orange telecom to find out whether conducting this study using their organization as case study was possible.

The researcher also got permission from the officials like the managing director of Orange telecom before getting any information from the employees.

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

Respondents were also selected for their willingness to participate without compulsion and no risks to the respondents were identified at any stage during the research.

The researcher also ensured that the works of other authors' used were acknowledged avoiding plagiarism.

The researcher did not bribe any respondent so as to acquire information.

3.10 Limitations of the study

The researcher experienced a problem of limited finances with respect to this study. Costs regarding this limitation included transport, printing and photocopying of relevant materials.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

The study findings and analysis are presented in this chapter. The purpose of the study was to establish the effect of marketing strategies on marketing performance of organizations in Uganda with Orange telecom as case study. The analysis is based on the data collected using questionnaires and interview guides which were responded to by the staff, management and customers of Orange Telecom.

The presentation of findings follows the order of questions in the questionnaire.

Thirty six questionnaires were designed and all of them were responded to thus, 100% responses rate.

4.0.1 Background information of respondents

This section presents the background information about respondents which include; gender, position held, marital status, age, education level, management level, and duration taken at the organization by the respondents.

Table 1: Positions held in the organization

Position	Frequency	Percentage
Management	2	5.6
Staff	15	41.8
Customers	19	52.8
Total	36	100.0

Source; primary data, 2015

Results in table 1 above reveal that 19 respondents were customers (52.8%), 15 were staff (41.8%) and only 2 were at management level (5.6%). This shows that there were more customers who responded to the study followed by staff members and management had the least number of respondents. Guided by this information, the researcher was able to direct questions to respondents according to their positions. This enabled the researcher to ask relevant questions to the right people.

Table 2: The gender of respondents

Gender	Frequency	Percentage
Female	19	52.8
Male	17	47.2
Total	36	100.0

Source; primary data, 2015

Results in table 2 above show that there were 19 female respondents with 52.8% and 17 males having 47.2%. There were more female respondents than males according to the results. The researcher found it simpler to obtain information from females since they were so welcoming and hospitable which quickened the whole process of data collection.

Table 3: Age group of respondents

Age group	Frequency	Percentage
18-25	15	41.7
26-35	12	33.3
36-75	9	25
Total	36	100.0

Source; primary data, 2015

Results in table 3 indicate that respondents of different age groups responded to the study ranging from 18 years to 75 years. The age 18-25 years formed the majority with 41.7%, 26-35years followed with 33.3% and the age group 36-75 years had the least number with 25% response rate. Seeing that respondents were of different ages, diverse information was obtained by the researcher in relation to marketing strategies and marketing performance.

Table 4: Marital status of respondents

Marital status	Frequency	Percentage
Single	22	61.1
Married	14	38.9
Total	36	100.0

Source; primary data, 2015

Table 4 above reveals that 61.1% were single while married respondents were 38.9%. Most of the single respondents had less family commitments which enabled them to feel up questionnaires quickly and interviews were easy to carry out since there was time given to the researcher compared to the married respondents who had a lot of commitments and took some time to respond to both questionnaires and interviews.

Table 5: Education level of the respondents

Education level	Frequency	Percentage
Diploma	9	25
Degree	7	19.4
Certificate	10	27.8
Masters	4	11.1
Others	6	16.7
Total	36	100.0

Source; primary data, 2015

Table 5 shows that the respondents to the study had different education levels ranging from certificate to postgraduate. Respondents holding certificates formed a majority with 27.8%, diplomas 25%, Bachelors degree 19.4%, others 16.7% and postgraduate had the least number with 11.1% response rate. This enabled the researcher know the class of respondents who use Orange telecommunication products and services and the skills their management possess.

Table 6: Level of management of respondents

Level of management	Frequency	Percentage
Top	1	2.8
Middle	1	2.8
Lower	34	94.4
Total	36	100.0

Source; primary data, 2015

Results in table 6 show that many respondents belonged to lower management as evidenced by 94.4% while the top management was represented by 2.8%. The researcher found it easy to collect data from lower management compared to top management because they were less discrete.

Table 7: Frequency distribution for duration served in the organization

Duration	Frequency	Percentage
0-3	16	44.4
4 and above	20	55.6
Total	36	100.0

Source; primary data, 2015

The results in table 7 show the duration served by the respondents at orange telecom. A majority of the respondents took 4 and above years at the organization with 55.6% response rate and 44.4% of the respondents took less than 4 years at the organization. The researcher was therefore able to get in-depth information from the respondents that had taken more time in the organization.

4.0.2 Pricing and marketing performance

The researcher analyzed the effect of pricing on the marketing performance of organizations.

As indicated in chapter three of the study, the questionnaire used to collect data was designed on a 5-point likert scale with different degrees of agreement that is 1- strongly agree, 2- agree, 3- not sure, 4- disagree and 5- strongly disagree. This therefore means that all responses with a mean value averaging 3.0 and below represents agreement while all responses averaging 3.0 and above show disagreement.

The effect of pricing on marketing performance was measured using qualities like; pricing, prices, zero pricing, discourage customers, government's control of prices, pricing attracting customers and market demand by computing their mean and standard deviation.

Table 8: Mean and standard deviation for pricing

Statements	N	Min	Max	Mean	Std. Dev
Pricing	36	1	4	1.53	.647
Prices	36	1	4	1.92	.632
Zero pricing	36	1	4	2.29	.898
Discourage customers	36	1	3	1.58	.599
Government controls prices	36	1	4	2.32	1.016
Pricing attacks competitors	36	1	4	2.29	.984
Market demand	36	1	3	1.74	.644

Source; primary data, 2015

4.0.2.1 Pricing

As viewed from the table above, majority of the respondents agreed that pricing is important in determining profitability and market share having a mean value of 1.53 while some respondents did not agree with the statement as indicated by a standard deviation of 0.647. Kotler (2012) and Jobber (2004) greatly support the statement by stating that price is one of the most important elements determining company market share and profitability. Organizations that properly carry out a proper pricing strategy will thrive in the market yet those that ignore this same strategy will quickly find themselves driven out of the market as their sales performance will slowly decline.

4.0.2.2 Prices

Table 8 above shows that more respondents agreed that enterprises must ensure that prices are competitive enough to attract customers with a mean 1.92. This view of the respondents concurs with Brassington (2006) who suggests that enterprises need to charge prices which offer a level of profitability sufficient enough to enable them expand the operation and keep in the market but it must also ensure that prices are competitive enough to attract customers because as long as an enterprise keeps hold of its customers, chances are that its market share will increase. However there was a small number of respondents who did not agree with the above mentioned view as represented by a standard deviation of 0.632 which confirms that prices should be competitive enough to attract customers.

4.0.2.3 Zero Pricing

Table 8 shows that question 3 has a mean of 2.29 which indicates that a majority of the respondents agree with the view that zero pricing encourages trial of products and services. Palmer (2004) found out that for companies to encourage trial in the market, they can even give away their products at no price(zero pricing) in order to get potential buyers to try the new products for example free shampoos are often given away with women's magazines. There were however quite a number of respondents who disagreed with this view as indicated by a standard deviation of 0.898.This generally shows that customers can be attracted by zero pricing to try out new products.

4.0.2.4 Discourage customers

Results shown in table 8 above reveal that a majority of the respondents agree that prices either attract customers or discourage them from trying out services and products with a mean of 1.58 and a standard deviation of 0.599 of respondents who disagreed with that fact. Brassington

and Petit (2006) argue that it can be easy and tempting to set a low price to attract customers but this can establish attitudes and perceptions of the quality and positioning of the brand that would be difficult to overturn and that a subsequent price rise might be viewed with some hostility by the customer. This concurs with what most respondents agreed to.

4.0.2.5 Government controls prices

The above table indicates that a majority of the respondents agree to the statement that government has a hand in controlling prices of goods and services of an organization having a mean value of 2.32 which is in line with what Palmer (2004) suggested that we live in a world in which governments increasingly seek to control the prices of key goods and services so it is important to understand how firms can reconcile the sometimes conflicting approaches of market forces and regulation. However, there was also a high variation in the responses as shown by a standard deviation of 1.016.

4.0.2.6 Pricing offers a way to attack competitors

As seen from table above, a majority of the respondents agree that pricing offers a way to quickly attack competitors and competition (mean, 2.29 and standard deviation 0.984). This concurs with what Cravens and Piercy, (2009) stated in their study suggesting pricing to be an instrument of competition because it offers a way to quickly attack competitors and position a firm away from direct competition.

4.0.2.7 Market demand

Results from the table 8 show that a majority of the respondents agree that price determines market demand for Orange's products and services with a mean of 1.74 while few respondents did not agree as shown by a standard deviation of 0.644. The respondents had the same opinion with Stanton et al (2007) who stated that a product's price is a major determinant of the market demand for it.

Through prices, money comes into the organization. Thus price affects a firm's competitive positions, revenues and net profits. Pricing is extremely important because small changes in price can translate into huge improvement in profitability.

4.0.3 Branding and marketing performance

Another objective of the study was to evaluate the relationship between branding and marketing performance of Orange Telecom and it was examined using qualities like; strong brands and competition, brand names as assets, competitive advantage, telecom's popularity, consumer perception and preferences, financial value, simplifying identification and consumer satisfaction.

Table 9: Mean and standard deviation for branding

Statement	N	Min	Max	Mean	Std. Dev
Strong brands and competition	36	1	5	1.97	1.026
Brand names as valuable assets	36	1	4	2.34	.938
Competitive advantage	36	1	4	2.13	.811
Telecom's popularity	36	1	5	2.11	1.034
Consumer Perception	36	1	4	2.24	.786
Financial value	36	1	5	2.42	.976
Simplifies Identification	36	1	5	1.89	1.085
Consumer satisfaction	36	1	5	2.29	1.206

Source; primary data, 2015

4.0.3.1 Strong Brands

As viewed from table 9 above, most of the respondents agreed that strong brands act as a barrier to competition with a mean value of 1.97 and those disagreeing also being many as indicated by a standard deviation of 1.026. This was in agreement with (Jobber, 2010) who states that the impact of the strong, positive perceptions held by consumers about top brands means it is

difficult for new brands to compete. Even if the new brand performs well on blind taste testing, it may be insufficient to knock the market leader off the top spot. The reputation of strong brands then may be a powerful barrier to competition.

4.0.3.2 Brand names

Table 9 above reveals that majority of the respondents agreed that brand names are the most valuable assets companies possess with mean value 2.34. Those that disagreed were quite few as shown by a standard deviation of 0.938. This is supported by Peter and Donnelly (2013) who state that increasingly companies are finding that the brand names are one of the most valuable assets they possess, successful extensions of an existing brand can lead to additional loyalty and associated profits.

4.0.3.3 Competitive advantage

Results from table 9 show that a majority of the respondents agree that the brand name gives Orange Telecom competitive advantage over its rivals with a mean of 2.13 and a standard deviation of 0.811. The respondents had the same opinion with Kotler (2006) who suggests that high brand equity provides a company with competitive advantage since a powerful brand enjoys a high level of consumer brand awareness and loyalty. A powerful brand offers the company some good defence against fierce price competition.

4.0.3.4 Telecom's popularity

The results in table also indicate that a majority of the respondents agree with the fact that the brand name has increased Orange Telecom's popularity (mean, 2.11 and standard deviation, 1.034). Kotler and Armstrong (2006) reveal that branding has become so strong that today hardly

anything goes unbranded. Salt is packed in branded containers, common nuts and bolts are packaged with the distributor's label and auto mobile parts such as spark plugs, filters and tines bear brand names that differ from those of the other auto makers. Even fruits, vegetables and poultry are branded for example sun skit oranges, Doka pineapples and Fresh express salad greens. All these tell customers about product quality, provide the seller with legal protection for unique product features that otherwise might be copied by competitors. This increases the popularity of the organization in the market attracting more and more customers who in turn purchase these products increasing its sales and enabling it gain some advantage over competitors.

4.0.3.5 Consumer perceptions and preferences

As viewed in table 9, it is seen that a majority of the respondents agree to the statement that brands have positive effects on consumer perceptions and preferences with a mean of 2.24 while some respondents disagreed as indicated by the standard deviation of 0.786. Kotler and Armstrong (2006) state that brands are not just names and symbols but they represent consumer perceptions and feelings about a product and its performance supporting the view of the majority.

4.0.3.6 Financial value

Results as shown by the table above also indicate that a majority of the respondents agree that the financial value of companies can be greatly enhanced by possession of strong brands with a mean of 2.42 while the standard deviation of 0.976 indicates that some respondents were in disagreement with it. Jobber (2010) concurs with the majority by stating that the financial value of companies can be greatly enhanced by the possession of strong brands.

4.0.3.7 Simplifying identification

The greatest number of respondents believed that branding simplifies identification of Orange products having a mean value of 1.89 which is in agreement with Kevin et al (2004) who suggest that brands offer more than product identification and a means to distinguish their products but they also take on brand personality, a set of human characteristics associated with a brand name. However some respondents did not concur with the above statement as indicated by a standard deviation of 1.085.

4.0.3.8 Consumer satisfaction

A majority of the respondents consent with the statement that branding affects customer satisfaction with a mean of 2.29. The views given here by the respondents are in line with the study done by (Jobber, 2010) who stresses that branding affects perceptions which could entice consumers to continually buy a product that they perceive is of high quality. There was minimal variation in the views of respondents as shown by standard deviation of 1.206.

4.0.4 Promotion and marketing performance

This section provides results of the findings of the third objective of the study which was the effect of promotion on marketing performance by measuring qualities like; advertising, sales promotion, and public relations.

Table 10: Mean and standard deviation for promotions

Statement	N	Min	Max	Mean	Std. Dev
Advertising	36	1	3	1.47	.647
Sales Promotion	36	1	5	1.95	.957
Public relations	36	1	5	2.26	1.005
Advertising induces customers	36	1	4	1.97	.822
Public relations creates relationships	36	1	9	2.26	1.329
Promotion increases demand	36	1	4	1.87	.777

Source; primary data, 2015

4.0.4.1 Advertising

Results from table 10 above shows that a majority of the respondents thought that advertising encourages more purchases with a mean value of 1.47 and a standard deviation 0.647 that proves that some respondents did not concur with the statement. Palmer (2004) urges that advertising just like any promotional tool creates awareness of a product and encourages

customers to purchase that product but is generally best suited to build a longer-term image for an organization and its products.

4.0.4.2 Sales Promotion

A big number of respondents agreed with the fact that sales promotion creates awareness (mean, 1.95 with standard deviation, 0.957 representing the ones that disagreed). Green et al (2004) supported their view by stating that consumer sales promotion may be designed to make consumers aware of a new product, to stimulate non- users to sample an existing product, or to increase overall consumer demand.

4.0.4.3 Public relations

In reference to the table above, most of the respondents agreed that public relations motivate consumers to continue using products and services of Orange Telecom having a mean of 2.26. This is supported up by Armstrong and Kotler (2012) who disclose that public relations tools such as news, special events and written material are used to reach and influence the consumers to buy products. Once customers are dully influenced to buy products and the organization has built good relations with them, they become loyal to such an organization by repeatedly purchasing its products or services. However there were respondents who didn’t agree with the above statement as indicated by a standard deviation of 1.005.

4.0.4.4 Advertising induces customers

Most respondents were in agreement with the statement that advertising induces customers to prefer Orange Telecom to other telecommunications with a mean of 1.97 yet those that differed were showed by a standard deviation of 0.822. Those in agreement had the same opinion as Palmer

(2004) who institutes that advertising just like other promotional tools creates awareness of a product and encourage customers to purchase a certain product but is generally best suited to build a longer-term image for an organization and its products.

4.0.4.5 Public relations creates relationships

In the table above, most respondents agree that public relations create relationships with employees and communities with mean of 2.26. This result was the same as that of Palmer (2004) who argues that public relations are an indirect promotional tool whose role is to establish and enhance a positive image of an organization and its products among its various publics. He adds that public relations not only create mutually beneficial relationships with customers but also with suppliers, intermediaries, government, media and pressure groups.

4.0.4.6 Promotion increases demand

Table 10 shows that question 6 has a mean of 1.87. This means that majority of the respondents agree with the fact that promotion increases demand. As represented on en.wikipedia.org/wiki/promotion-marketing, one of the basic objectives of promotion is to increase demand. However there was a slight variation in the response rate as shown by a standard deviation of 0.777. This however shows that indeed promotion increases demand.

4.0.5 Interview guide

The researcher also used an interview guide to collect data from twenty respondents using qualities like; promotion, branding, and pricing.

The results from the interview guide were grouped according to the degree of similarity of views given by the respondents, they were late coded and entered into SPSS 16.0 for analysis. This implies that qualitative data was transformed into quantitative data after analysis.

Table 11: Descriptive Statistics for promotion, branding and pricing

Statement	N	Min	Max	Mean	Std. Dev
Challenges faced in setting prices	36	1	4	2.92	1.260
Branding adds value	36	1	3	2.02	.697
Motivates buyers	36	1	2	1.29	.460
Pricing types	36	1	6	4.47	1.751
Competitive advantage	36	1	6	3.01	1.208
Different promotional activities	36	1	5	2.58	1.518

Source; Primary data, 2015

4.0.5.1 Challenges faced in setting prices

Results in the table 11 disclose that a majority of the respondents agree that there are challenges faced while setting prices for products and services. “It is really so hard for us to set a price that will satisfy all customers equally.” One employee had that to say.

4.0.5.2 Branding adds value

As observed from table above, respondents gave various views on how branding adds value to the products and services of Orange telecom and the most prominent one was giving its products easy identification from other companies offering the same items.

4.0.5.3 Motivates buyers

Majority of the respondents agreed that promotional activities motivate buyers to purchase products and services of Orange telecom with a mean of 1.29. One of the customers interviewed reported that he was encouraged to use Orange products and services because Orange had sponsored the African Cup of Nations. He happens to be an ardent soccer fan.

4.0.5.4 Pricing types

Table 11 also indicates that various pricing types are employed by Orange telecom the most common ones being; penetrating pricing, discount pricing, parity pricing, competitive pricing, while some were not sure of the type of pricing used by the organization. However, a majority of the respondents disagreed that various pricing types are used by Orange Telecom.

4.0.5.5 Competitive advantage

The table also shows that respondents gave various views on the statement that branding gives an organization competitive advantage over other organizations like; creating awareness to customers, attracting customers and helping in easy identification of the products of the organization.

4.0.5.6 Different promotional activities

Results in the table above reveal that different promotional activities are used to create awareness and increase demand for the products and services of Orange telecom. “The most sounding ones are sales promotion, personal selling, advertising and corporate social responsibility” added another employee.

4.1 Conclusion

Therefore basing on the above, the researcher was able to draw a summary about what effect marketing strategies can have on marketing performance of organizations if properly implemented. Conclusions were also made on the subject and recommendations were suggested.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, conclusion and recommendations on the effects of marketing strategies on marketing performance of organizations basing on the findings of the study. The findings, conclusions and recommendations were based on mainly the objectives of the study which were; pricing, branding and promotions.

5.1 Summary of findings

5.1.1 Pricing and marketing performance

Findings from the study revealed that majority of the respondents agreed that pricing affects marketing performance through its characteristics for example, price is one of the most important elements determining company market share and profitability, proper pricing helps to expand the operations of the business and that prices either attract customers or discourage them from trying out services and products.

5.1.2 Branding and marketing performance

The results presented in chapter 4 show that majority of the respondents agreed that branding affects marketing performance of Orange Telecom in a numbers of ways like; impact of the strong positive perceptions held by consumers about top brands means it is difficult for new brands to compete with Orange Telecom, good brand names evoke feelings of trust, confidence, security, strength and many other desirable characteristics.

5.1.3 Promotion and marketing performance

The effect of promotion on marketing performance was assessed using variables like; advertising, sales promotion, and public relations.

The findings from the study revealed that a good number of the respondents agreed that promotion affects the performance of Orange Telecom in various ways for example, advertising is good for awareness building because it can reach a wide audience clearly and that once the public is aware of the existence of a product, it becomes easy for them to purchase such a product or service which boosts the sales of the particular organization increasing its market share and reputation, sales promotion makes consumers aware of a new product, stimulate non- users to sample an existing product, or increase overall consumer demand, and that public relations tools such as news, special events and written material are used to reach and influence the consumers to buy products of Orange telecom.

5.1.4 Interview guide

The interview guide was constructed on variables like; Promotion, Branding, and Pricing and their effect on marketing performance.

Findings from the interview guide revealed that there are challenges faced while setting prices for products and services for example high prices may attract decline in demand for the products of Orange Telecom, branding adds value to the products and services of Orange telecom and the most prominent one was giving its products easy identification from other companies offering the same items and service like internet services, promotional activities motivate buyers to purchase products and services of Orange telecom, and that the organization does not use different pricing types when pricing its products.

5.2 Conclusions

The study was set to examine the effect of marketing strategies on marketing performance of Orange Telecom.

Following the results of the study presented in chapter 4, the researcher made conclusions on the effect of marketing strategies on marketing performance of Orange telecom as below;

Proper pricing enables organizations to capture a wide market share compared to rivals, and that it also increases profitability of the organization. Pricing also enables the organization to expand its operations for example opening up branches in other parts of the country and that it also attracts or discourages customers especially when the prices do not favor them.

Branding allows an organization to create positive perception about its products especially when good brand names are used, good branding also gives an organization a competitive edge over its rivals or sometimes may lead to its failure in case of poor unattractive brand names. Branding also enhances popularity of the products and services of an organization.

Promotion helps organizations to create awareness about the existence of their products and services. Promotion also boosts the sales thus increasing profitability and finally it also increases consumers' demand for the products of organizations.

The interview guide revealed that some challenges were met in setting prices like decline in demand for their products, branding adds value to the products of Orange telecom, branding helps in identifying their products from that of other companies in the same industry and that promotional activities help to attract and induce customers to buy their products.

5.3 Recommendations

Basing on the study findings, the researcher found it very important to give recommendations on a few areas which are deemed important for the potential success and growth of organizations through improving marketing strategies.

Organizations should employ a variety of pricing strategies in order to succeed in different market situations since the findings indicate that failure to use various pricing strategies leads to market failure in case the strategy used fails in the market.

The researcher recommends that organizations carry out more promotional activities to enable them capture more customers. This will enable them have a competitive edge over their rivals.

The researcher also recommends that organizations should strive to find niche markets. They should carry out intensive research to find out where the niches are exactly.

5.4 Suggestions for further research

The influence of internet on the marketing performance of telecommunication companies in Uganda.

The role of government policies on the performance of Telecommunication companies in Uganda.

REFERENCES

AMIN, M.F.2005. *Social science research, conception, methodology and analysis*. Uganda: Makerere University Printer.

BARIFAIJO, K.M, BASHEKA, B.C & OONYU, J. 2010. How *to Write a Good dissertation /Thesis: A Guide to Graduate students,* New Vision: Kampala-Uganda. ISBN.978-9970-172-01-3

BEAMISH,K.&ASHFORD,R.2007.*Marketing Planning.* 1st ed. Butterworth-Heinemann: Oxford.

BORDEN, N.H. (1965), *the concept of marketing mix in G.Schwartz (ed), science in marketing* (New York; S.Wileynd) pp 386-97.

BRADLEY, F. 2005. *Information and marketing strategy*. 5th ed. UK: Pearson Education ltd.

BRASSINGTON, F. and PETTIT, S.2006.*Principles of marketing*.4th ed.UK: Prentice hall.

COOPER, D.R. and SCHINDLER, P. S.2006.*Business research methods*.9th ed. New York: McGraw-Hill companies. Inc

DAWAR, N .2013. *Tilt: Shifting your products to customers*: Harvard Business Review Press: Cambridge

DUYER, R.F and TANNER.F.J.2006.*Business marketing*.3rd ed. New York: McGraw Hill Irwin

FIELD, A.P.2005. *Discovering statistics using SPSS*. London: Sage

GREWAL, D and LEVY,M.2008.*Marketing*.NewYork:McGraw Hill

HAIR, et al.2003.*Marketing research*. New York: McGraw Higher Education.

JIM, B. 2008. *Essentials of marketing.* London: Pearson Education ltd

JOBBER, D.2004.*Principles and practices of marketing*.4th ed. New York: McGraw Hill.

KEVIN, et al.2004.*Marketing: The core.* New York: McGraw Hill.

KOTLER,P. and ARMSTRONG,G.2006.*Principles of marketing*. Pearson: Prentice Hall

KOTLER,P. and KELLER.K,2012.*Marketing management*.14th ed. England: Prentice Hall.

KREJCIE,R.V & MORGAN, D.W . 1970. *Determining sample size for research activities: Educational and Psychological measurement,* 30 (1970). Pp. 607-610.

MALUMO,S. 1986. .*Introduction to marketing in Africa*. Malaysia: Macmillan Publishers.

MASOOD, U.H. et al.2013. *Middle East Journal of scientificresearch*.16(2):264-273,2013.IDOSI publications: Multon, Pakistan.

MUGENDA, O.M & MUGENDA, A.G. 2003. *Research methods: Quantitative and Qualitative Approaches*. Nairobi: ACT Press

OKELLO,K.2006. *Principles of taxation.* Kampala: Kikadde and KK Printers.

PALMER, A.2004.*Introduction to marketing. Theory and practice*. New York: Oxford University Press.

PALMER,A. 2000. *Principles of marketing.* New York: Oxford University Press.

PERREAULT,W.&MCCARTHY,J.2006.*Essentials of marketing. A global managerial approach* New York: McGraw Hill.

PERREAULT,W.et al.2012.*Essentials of marketing.* New York: McGraw Hill Irwin.

PETER, P.J. and DONNELLY,J.H.2013.*Marketing management.*11th ed. New York: McGraw Hill Irwin.

PIERCY, N.F. and CRAVENS,W.D.2009.*Strategic marketing*,9th ed. New York: McGraw Hill

SEKARAN, U. & BOUGIE, R .2010. *Research methods for business: A skill building approach.* 5th ed. Wiley: Chichester, West Sussex.

SINGH, K.2007.*Quantitative social research methods*. California: Sage publications. Inc

STANTON, et al.2007.*Marketing*.14th ed. New York: McGraw Hill Irwin.

ELECTRONIC REFERENCES

http://en.wikipedia.org/wiki/marketing strategies .accessed on 12-04-2015

http://en.wikipedia.org/wiki/data-analysis.viewed on 11-11-2014

http://www.easy marketing strategies. Com/ marketing question.html. Accessed on 13-11-2014.

www.business.wa.go.ac.

www.orange.com

www.business dictionary.com

en.m.wikipedia.org/wiki/marketing-strategy accessed on 20-05-2015.

APPENDICES

Appendix I: Questionnaire

Dear respondent,

I am ROVENCE KAMUKAMA, a student at Uganda Martyrs University undertaking a research study as an academic requirement in partial fulfillment for the award of a bachelor's degree in Business Administration and Management. This questionnaire facilitates the study on "The effect of marketing strategies on marketing performance of organizations". I kindly request you to spare some time to fill it and the information or data provided will purely be used for academic purposes and will be kept confidential. Thank you for the contribution.

PART ONE:

A) BACKGROUND INFORMATION:

1. Name of respondent (optional)………………………………………………………………

2. Position held in organization…………………………………………………………………

Please tick your choice in the appropriate box provided.

3. Gender: a) Female ☐ ☐ b) Male

4. Age: a) 18-25 years ☐ b) 26-35 years ☐ c) 36-75 years ☐

5. Marital status a) single ☐ b) married ☐

6. Educational qualifications: a) Diploma ☐ b) degree ☐ c) certificate ☐

d) Masters degree ☐ e) others specify…………………………………………………………

7. Level of management:

a) Top ☐ b) Middle ☐ c) lower ☐

8. Years served in the organization.

a) 0-3years ☐ b) 4 years- to date ☐

PART TWO:

Please tick according to your level of agreement or disagreement with the statements below using a scale of 1-5 where 1=Strongly Agree; 2=Agree, 3=Not sure, 4=Disagree, 5=Strongly Disagree.

PRICING AND MARKETING PERFORMANCE

No.	Details	1	2	3	4	5
1.	Is pricing is important in determining profitability and market share?					
2.	Are Orange prices competitive enough to attract customers?					
3.	Does zero pricing attracts trial of products and services?					
4.	Prices either attract customers or discourage them from trying out services and products					
5.	Government has a hand in controlling prices of goods and services of an organization					
6.	Pricing offers a way to quickly attack competitors and position a firm away from direct competition					
7.	Do prices determine market demand for Orange's products and services.					

Are there any challenges faced while setting prices for your products and services? If yes, state them

………………………………………………………………………………………………………
…………………………………………………………………………………………….....................

BRANDING AND MARKETING PERFORMANCE

No.	Details	1	2	3	4	5
1.	Do strong brands act as a barrier to competition?					
2.	Are brand names the most valuable assets companies possess?					
3.	Does the brand name gives Orange Telecom competitive advantage?					
4.	The brand name has increased Orange Telecom's popularity					
5.	Brands have positive effects on consumer perceptions and preferences					
6.	The financial value of companies can be greatly enhanced by possession of strong brands.					
7.	Branding simplifies identification of Orange products					
8.	Does branding affect customer satisfaction?					

How does branding add value to the products and services of Orange telecom?

……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………

PROMOTION AND MARKETING PERFORMANCE

No.	Details	1	2	3	4	5
1.	Advertising encourages more purchases					
2.	Sales promotion creates awareness					
3.	Public relations motivates consumers to continue using products and services of Orange Telecom					
4.	Advertising induces customers to prefer Orange Telecom to other telecommunications					
5.	Do Public relations create relationships with employees and communities?					
6.	Does promotion increase demand for products and services of Orange telecom?					

Do promotional activities motivate buyers to purchase products and services of Orange telecom?

…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………

INTERVIEW GUIDE

Question one: Pricing

What pricing types are used in this organization?

……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………

Question two: Branding

How does branding give an organization competitive advantage over the other organizations?

……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………
…………………………………………………………………………………………………

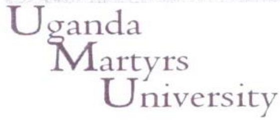
Question three: Promotion

What are the different promotional activities used to create awareness and increase demand for the products and services of Orange telecom?

……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………

THANK YOU VERY MUCH FOR YOUR COOPERATION. AM TRULY GRATEFUL.

Appendix II: Introductory letter



making a difference

Office of the Dean
Faculty of Business Administration and Management

Your ref.:
Our ref.:

Nkozi, 25th March, 2015

To Whom it may Concern

Dear Sir/Madam,

Re: Assistance for Research:

Greetings and best wishes from Uganda Martyrs University.

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

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

Thank you in advance.

Yours Sincerely,

Moses Kibrai
Dean

Uganda Martyrs University P.O. Box 5498 - Kampala - Uganda
Tel: (+256)038-410603 Fax: (+256) 038-410100 E-mail: bam@umu.ac.ug