CUSTOMER SERVICE AND SALES PERFORMANCE OF

*MTN-UGANDA LIMITED*

*BY*

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BBA/3466/22/DU

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OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE
OF BACHELOR OF BUSINESS ADMINISTRATION OF KAMPALA
INTERNATIONAL UNIVERSITY IN UGANDA.

NOVEMBER 2006
DECLARATION

I, SSEBAGGALA ROBERT, declare that this Dissertation is my own original work and has never been submitted for any degree or diploma elsewhere. And should never be reproduced anywhere else without my permission.

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DEDICATION

This piece of work is dedicated to my sponsor Mr. Jan Brandt and to all the people who love and care for me. For their untiring support both financially and morally.

I also dedicate this work to my cousin brother Andrew kigozi who has always been there for me during this course. Further more to my sister Juliet Nakilijja, my loving Aunt Dorothy Nalumansi for their advising and caring.
ACKNOWLEDGEMENT

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Special thanx got to all Bachelor of Business Administration (BBA) students and to all students of the school Business and management, especially yusuf kisule (my best friend) Ronald Sewanyana.

Thanx further more go to my relatives who have prayed for me with hope that I will complete my course successfully.

May the good lord bless you all.
ABSTRACT

This is a study about customer service and sales performance at MTN Uganda.

MTN group was first incorporated in south Africa in 1994. The liberalization of Ugandan Economy and the telecommunication industry in 1990 after being monopolized by the Ugandan government, lead to the launching of the third national mobile telecommunication operator (MTN) in 1998. MTN has grown to be the leading telecommunication company in Uganda, have over 1236000 customers, 63% market share.

On 21 October 1998 MTN launched commercial services in Uganda, just six months after signing the second National operator (SNO) license.

The license required that provide 89000 lines in the first five years of operation.

1% of MTN’ gross annual revenues was to be submitted Uganda communication’s commission (UCC).

Submission of reports on subscriber numbers to UCC
Submission of tariffs before they are communicated to the public.

In 8 years in which MTN has operated in the country, Uganda’s teledensity has risen from one of the lowest in Africa at only 0.27% to 5.8% today. The massive increase in market size is largely due to MTN Uganda’s goal of making telecommunications accessible to the services, backed by efficient distribution and innovation marketing, has seen MTN Uganda’s subscriber base swell.

A qualitative design was used to find out and explain sales performance and customer service care. Qualitative design was also used to yield numeric presentations as supporting information to the data findings. In general, study employed a cross section of survey design which was found absolutely necessary because a cross section of different categories of the respondents in the target population was studied at one point in time.

The statement of the problem states that knowledge about the sales performance and customer service care and its effect on performance of the company remains limited. Further, though it is evident that MTN is the leading Telecom Company in Uganda, little is known about its sales performance and customer care service thus a need to venture in this field of research.

Therefore, this study will explore the sales performance of MTN Uganda and Customer service, its effect on company performance and generate information that would help in addressing the short falls in sales and customer care performance.
The purpose of the study is to enable MTN understand its sales performance and the quality of customer service care. The study will help customers to get personal satisfaction and fulfillment of services from MTN. The findings of the study will enable MTN identify areas that need improvement in sales performance and customer care. The broad goal of the study was to find out sales performance and customer care at MTN Uganda. The specific objectives include the following:

- Determine the significant relationship between customer service and sales performance of MTN-Uganda Limited.
- To find out the overall performance of sales at MTN Uganda.
- To find out the shortcomings that still exist in sales performance at MTN Uganda.

The study covered Kampala city and the MTN Head office, Customer care departments at Shoprite and Garden City.

The literature review concentrated on sales performance and the customer service care. It analyses work from many scholars in the area of sales and customer care. The findings indicated that 46% of the customers interviewed thought that the MTN customer care was very good, 20% thought the services were good, 30% thought the services were fair and 3% indicated that the services were poor. This signifies that on average the MTN customer care services were good.

The findings indicated that improvement in customer care has led to improvement in general performance of sales by 33%, 16%, 43%, 3% and 3% respectively. This implies that improvement in customer care is synonymous with increase in sales performance. Like any other entity, it would be ridiculous to suggest that MTN had no shortcomings in their sales performance despite recording a steady growth over the years. The study analyses the problems of MTN in sales performance and customer care.

The study suggests recommendations for the purpose of improving sales performance and customer care services at MTN.
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CHAPTER ONE

1.0 Background of MTN-UGANDA

MTN group was first incorporated in South Africa in 1994. The liberalization of Ugandan Economy and the telecommunication industry in 1990 after being monopolized by the Ugandan government, led to the launching of the third national mobile telecommunication operator (MTN) in 1998. MTN has grown to be the leading telecommunication company in Uganda, having over 1,236,000 customers, 63% market share.

On 21 October 1998 MTN launched commercial services in Uganda, just six months after signing the second National operator (SNO) license. The license required that provide 89,000 lines in the first five years of operation. 1% of MTN’s gross annual revenues were to be submitted Uganda communication’s commission (UCC). Submission of reports on subscriber numbers to UCC. Submission of tariffs before they are communicated to the public.

MTN adopted a wireless approach, which has proved to be quicker and more convenient in achieving the roll out of services. Despite the challenges of insufficient infrastructure, such as roads and power, MTN has covered in excess of 90% of the urban population in over 150 towns, villages and their immediate environments, with over 350 sites installed.

In 8 years in which MTN has operated in the country, Uganda’s teledensity has risen from one of the lowest in Africa at only 0.27% to 5.8% today. The massive increase in market size is largely due to MTN Uganda’s goal of making telecommunications accessible to the services, backed by efficient distribution and innovation marketing, has seen MTN Uganda’s subscriber base swell.

In 2000 MTN was voted investor of the year’ by the Uganda investments Authority (UIA) and most recently named as the most respected company in Uganda in the prestigious annual Pricewatercoopers most respected company survey 2005.

Although MTN offers fixed and mobile telecommunications services, mobile services are certainly the more popular choice for the most customers because of the convenience of obtaining and the advantage of owning a phone. Contract arrangement are also available to
business and corporate markets where bills are paid in arrears. Other value-added-services such as roaming, voice mail, shortmails, Faxmails, SMS, MMS and GPRS are offered, while the corporate and business market segments have mostly adopted the fixed-line services.

MTN has also managed to establish unprecedented customer popularity and recognition through initiatives like sports and much sponsorship, customer loyalty promotions and corporate social responsibility. Programmes such as the habitat for humanity partnership under which houses are built for rural underprivileged and education initiatives. MTN Uganda is also a country’s largest corporate tax payer, having contributed over 93 billion Uganda shilling to the country’s income last year. However in future MTN has bigger plans in the pipeline. Finally it will introduce MTN internet, which will make the company a dedicated internet service provider (ISP).

**Evolution of sales department**

Prior to the industrial revolution, small-scale enterprises dominated the economic scene, and selling was no problem. The chief problem was to produce enough good for nearby customers. Orders were obtained with minimum effort, and they were hard before goods were produced. In most individual supervised all phases of the business, including both manufacturing and selling. Manufacturing problems received the most attention. Selling and other marketing problems were handled on a part-time basis.

With the industrial revolution, which began about 1760 in England and shortly after the American revolution in the United States, it became increasingly necessary to find and sell new markets. Newly built factories were turning out huge quantities of goods of every description. Their continued operation demanded great expansion in the area of sales coverage, as adjacent markets could not absorb the increased quantities being manufactured. But even under these circumstances other business problems took precedence over selling. These were problem associated with hiring large numbers of workers, and acquiring land, buildings and machinery. To solve them, large amounts of capital had to be raised. The result was more and more businesses adopted the corporate form of organisation—the day of large-scale manufacturing enterprises had arrived. First hand administration of all phases of the operation being beyond the capabilities of most individual departments were established, but sales departments were setup only after the activation of manufacturing and financial departments.
The advents of specialization sales department helped to solve the organizational problem of market expansion, but another problem remained—communicating with customers. Little but little, manufacturers shifted portions of the marketing function to middlemen. At the start, goods were sold to retailers who resold them directly to customers. Eventually, some larger retailers who purchase for resale to other retailers, and as time passed many of these evolved into wholesale institutions. The manufacturer’s sales department was becoming more remote from customers and it was increasingly difficult to maintain contact with final buyers and users of the product and to control the conditions under which wholesalers and retailers made their sales. Thus, in some respects, the addition of middlemen to the channel of distribution complicated the problem of market expansion.

The modern concept of customer service has its roots in the craftsman economy of the 1800s, when individuals and small groups of manufacturers compete to produce arts and crafts to meet public demand. The advent of mass production in the early 20th century followed by an explosion in the demand for goods after world war II, increased the power of suppliers at the expense of the consumers, and thus reduced the importance of customer service. A shift in this balance began in 1970s, as international competition increased and the dominance of western manufacturers was challenged, first by Japan, then by Korea, China and other developing economies. Producers responded by improving the quality of their products and services. The economic good of the 1900s again increased the power of suppliers who, while not completely reverting to lower standards of service, were able to be more selective of which customers to serve, and what levels of service to provide. The overall quality of customer service in society and specific industries will continue to be determined by the relative balance of power between suppliers and consumers. It will improve as competition becomes more intense, and decline as competition decreases.

Meanwhile, marketing activities conducted by the manufacturer’s sales department grew in importance. Many tasks such as advertising and sales promotion became increasingly complex. One solution was to split the marketing function, a trend that is still continuing. New department were and are being organized for the performance of specialized marketing tasks. Marketing activities today are carried on not only by the sales department, but by such department as advertising, marketing research, export sales promotion, merchandising, traffic and shipping and credits and collections. Inspite of this growing fragmentation of marketing operations, the sales department still occupies a strategically important position. The
underlying responsibility for the marketing of sales has not shifted elsewhere. Businesses continue to rely upon their sales departments for the inward flow of income. It has been aptly said that the sales department is the income-producing division of business.

Customer service department History:
On October 21 1998, MTN Uganda launched commercial services in Uganda just six months after acquiring and signing of the license. MTN has since grown to be the leading telecommunication company in Uganda servicing in excess of 700,000 customers and is still growing.
The license required that MTN provides 89,000 lines in the five years of operation. MTN adopted wireless approach to providing telecommunications services, to the Ugandan market. The wireless approach has proved to be convenient and quicker in achieving most rolling out services. Despite insufficient infrastructure (power, roads, etc.) MTN has covered in excess of 90% of the urban population providing services in over 150 towns and villages and their immediate environment.
MTN Uganda’s policy of affordable tariffs and availability of service, backed by distribution and innovative marketing opened up abroad market to telecommunications. As a result, Uganda’s tele-density has more than quadrupled. Before MTN launched it’s services, the tele-density in Uganda was one of the lowest in Africa at 0.27%. Today MTN has contributed to the growth in tele-density in Uganda of about 4.2%.

1.2 STATEMENT OF THE PROBLEM:
Of recent, there have been many reports in the print media, documentaries about effective sales margins and quality customer service care. Many companies have run into problems and near closure because of the severe laxity in sales and customer service care management, which emphasizes the fact the problem may be enormous, under reported and under researched. Apart of risk of closure, many business organizations, face a risk of increased distortion of business activities, chaos, loss of bug sums of funds and many other dysfunctional activities.
Knowledge about the sales performance and customer service care and its effect on performance of the company remains limited. Further, though it is evident that MTN is the leading Telecom Company in Uganda, little is known about its sales performance and
customer care service thus a need to venture in this field of research. Therefore, this study will explore the sales performance of MTN Uganda and Customer service, its effect on company performance and generate information that would help in addressing the short falls in sales and customer care performance.

1.3 PURPOSE OF THE STUDY

The study will enable MTN understand its sales performance and the quality of customer service care.

The study will help customers to get personal satisfaction and fulfillment of services from MTN.

The findings of the study will enable MTN identify areas that need improvement in sales performance and customer care.

1.4 OBJECTIVES OF THE STUDY

The broad goal of the study was to find out sales performance and customer care at MTN Uganda.

The specific objectives include the following,

1. Determine the significant relationship between customer service and sales performance of MTN-Uganda Limited.

2. To find out the overall performance of sales at MTN Uganda.

3. To find out the shortcomings that still exist in sales performance at MTN Uganda.

1.5 SCOPE OF THE STUDY:

The study covered Kampala city and the MTN Head office, Customer care departments at Shoprite and Garden City.

1.6 METHODOLOGY

1.6.1 Research design

As it was pointed out by Whyte (1993), there is no one best way of doing research, the methods used therefore depend upon the nature of the field of study, the situation of the research problem as well as its scope.
Sharon B. (1998) defined study design as a road map which helps the researcher move from here to there....."here" being the initial set of questions.

A qualitative design was used to find out and explain sales performance and customer service care. Qualitative design was also used to yield numeric presentations as supporting information to the data findings. In general, study employed a cross section of survey design which was found absolutely necessary because a cross section of different categories of the respondents in the target population was studied at one point in time.

1.7 LOCATION OF STUDY/STUDY AREA

The study was carried out at Allied at MTN headquarters and customer care departments at Shoprite and Lugogo Game stores.

1.7.1 Study population

The population target comprised of MTN staff, customers and authorised dealers.

1.7.2 Study unit

This included staff at MTN headquarters and two customer care departments.

1.7.3 Study variable

Dependent variable: Sales performance and customer care service at MTN Uganda.

Independent variable; socio-demographic characteristics

1.7.4 Sample Size

The sample size was 60. It shall be drawn from staff in the three Kampala Branches.

Respondents Sample number; Top Management – 5, Staff- 20, Customers- 30, Authorised dealers- 5

1.7.5 Sample procedure /sampling techniques

Purposive was applied to all staff to group them such as management team that is knowledgeable about policy and operation issues.
Random sampling was used to give each staff an equal opportunity to make a contribution to the research.

1.8 SOURCES OF DATA COLLECTION
The sources of data for the study were of two kinds to get a detailed analysis of the study problem; primary and secondary sources.

a) Primary source include obtaining data at the primary level from the organisation's employee basing on literary level by way of administering structured questionnaires, oral interviews and group discussions.

b) Secondary data was got by reviewing selected and related literature on reward management, from various sources as;
   - Uganda management institute (UMI) and Kampala international university libraries.
   - Public libraries board
   - British council
   - Journals
   - Internet
   - Dissertations
   - Company records.

1.9 DATA COLLECTION METHODS
The research employed data collection methods that aimed at yielding satisfactory responses and as little inconvenience as possible. The collection methods were;

(a) Questionnaires: this seemed to be the best method of data collection as far as the study is concerned. Self administered structured and unstructured questionnaires were designed and administered to all respondents to guarantee authenticity and confidentiality of the responses given.

Questionnaires were chosen to guarantee respondents confidentiality and encourage honesty.

(b) Interview guides,

(c) Group discussion and unstructured questions; these are where the researcher considers it necessary to improve on the response rate.
1.10 TOOLS OF DATA COLLECTION/ RESEARCH INSTRUMENTS

a) Questionnaires
One set of questionnaires was employed to collect data from the respondents who were mainly management team and support staff. The general survey questionnaire would seem to establish the factors that affect customer care services and sales performance at MTN Uganda.

b) Interviews
Unstructured questions were used to interview management and support staff during data collection. The researcher held face to face interviews, as he believed that the management and support staff were better placed to give a clear picture of the information sought.

1.11 CONTROL OF INTERVIEWING VARIABLES
Some interviewing variables were controlled as follows:
The study was carried out mostly during free hours when the respondents were not doing any work, lunch hours or during weekends.

1.12 PROCEDURE FOR DATA COLLECTION
During the study, the following procedure was followed;

• The researcher obtained an introductory letter from Kampala international university (KIU) to help introduce the researcher to MTN Uganda.
• The researcher provided an explanatory letter explaining the purpose of the research and also giving the respondents assurance of confidentiality involved.
• An interview schedule was used for the senior management to gauge the level of openness, motivation, teamwork and managerial excellence within Allied Bank
• Oral interviews were administered during the study
• Printed questionnaires were also administered to respondents who gave the desired responses.

1.13 DATA MANAGEMENT AND ANALYSIS
Data from research instruments and secondary data, was assembled, organized, managed and analyzed through data reduction, summarising, editing and coding. The data was continually
analyzed during data collection. Categories were identified and edited with a view of checking for completeness and accuracy.

1.14 ETHICAL CONSIDERATIONS

The following ethical considerations were taken into account.

♦ The purpose of the study was clearly explained to the respondents.
♦ All information gathered was confidentially handled.

Respondents consent was sought before The researcher also used percentage to analyze the data from various respondents. Graphs were also applied during data analysis.

Editing: this was done to ensure completeness, accuracy, uniformity and consistency in answering questions. Respondents written responses were produced in their originality.

Coding: This involved classifying responses to questions in order to bring out their essential patterns.

Tabulations: derived tables were used to summarize raw data for simplification and ease of understanding issues at hand. The researcher employed SPSS to analyze quantitative data collected.

1.15 DATA PRESENTATION, DISCUSSION AND INTERPRETATION

Results from the study are presented using words, tables and charts. Results are presented following the order of the research questions. The findings of the study shall be discussed and related to literature review.

♦ commencing the study.
♦ Respondents were not paid in exchange for the information sought
CHAPTER TWO
LITERATURE REVIEW

2.0 INTRODUCTION:

This chapter critically reviews the different ideas expressed by different writers on the subject of customer service, sales and the relevant variables used in the study. It identifies the prevailing opinion and highlights factors that enhance or affect the delivery of effective.

2.1 DEFINITIONS OF KEY TERMS:

Customer service are those activities that can result in such differentiating attributes such as superior technical assistance to customers, fast and friendly services and provision of after sales support among others. It involves the management and identification of moments of truth with the aim of achieving customer satisfaction. These moments of truth are contacts between companies and customers, where a firm's reputation is at stake. Strickland (1996)

Customer service is the provision of labour and other resources for the purpose of increasing the value that buyers receive from their purchases and from the processes leading to the purchase. With the rising dominance of the service sector in the global economy, customer service has grown in importance, as it’s impact on individuals, households, firms, and societies has become wide spread.

Customer services are those services that can result in such a differentiating attributes as superior technical assistance to buyers, faster maintenance and better training materials for end users. (Thompson Strickland, 1996) Managers need full understanding of the sources of differentiation and customer service that devise uniqueness to be able to serve a ground strategy and evaluate approaches

Customer service are those services that can result in such a differentiating attributes as superior assistance to buyers, faster maintenance and better training materials for end users.

A service is any act of performance that one party can offer to another that is essentially intangible and doesn't result into ownership of any thing (Kotler, 1988). Thus this production may or may not be tied to physical product. The major objective for which businesses are formed is the creation and winning of customers while the other objectives will follow.
However, it’s not enough to create a customer and end there. Customers are the most delicate resourceful assets of any business-oriented organisation that they require to be constantly courted if firms have to bank on their loyalty (Drucker, 1995).

According to Drucker (1987), Customer service of a given company is a key differentiation strategy based on customer retention which exceeds the target customer service expectations. Companies should carry out customer service more constantly than their competitors. Customer service is more than delivering service as it’s a multi faceted strategy weapon which always entails creativity, assertiveness and innovativeness.

Sales performance is a formal or informal organizational structure that ensures effective communication not only inside the sales department but in it’s relation with other organizational units. It may be stated in two accounting formulas:

\[
\text{Sales-cost of sales= Gross margin.}
\]

\[
\text{Gross margin-expenses=Net profit}
\]

According Richard R. Still, et al, Sales performances can be defined as a process of formulating policies and plans to achieve the company or an organization’s perceived goals or objectives. It will mapping out sales programmes and determining specific methods and procedures and takes other needed actions including making other needed changes in the organization to execute the policies and implement the plans.

According to Gary L. Lillen, et al Sales performance may have two main definitions, by administration and by strategy. Administration includes recruiting, elections, training, assigning, compensating, motivating and controlling the sales force. While strategy deals with issues of force sizing, territory design and all planning procedures.

According to H, Michael Hayes, et al, Sales may refer to all buying influences from central office location, a dedication national account team with the sales persons strategically located through out the country or individuals in the regular sales force who may be signed exclusively to national accounts or who may be signed to a mixture of local and national accounts.

Sales performance may refer to the direction of the personal setting efforts. That’s according S.A Churawalla.
2.3 IMPORTANCE OF CUSTOMER SERVICE

Customer Opinion: You have heard that the customer is always right. You may not agree with that statement, but everyone ought to agree that customers hold a very important place in our lives. After all, without customers who buy our products and service – our business close down we all pack up to go home. The faster you can adapt to accommodate customer needs, stronger your company’s reputation.

It is an activity of identifying and satisfying customer needs.

One of the main problems with large companies is that they tend to lose touch with their customers and begin to see them as just “numbers on a page”. What they fail to realize is that there’s no “accounting formula” that will tell them just how important “happy customers” really are. Now for especially small companies, you can turn this to your advantage. Since most of your larger competitors are blowing the “customer service equation”, you can usually grab a big piece of their action by offering better service and support.

It’s always important to keep the customer happiness.

You should always make sure that the customer is happy. Centric selling has been a success in the world. Something new has always been accepted. The change of process, the implementation of new concepts are the keys to the creation of customer happiness. Customers always look at something new. They look for more than ever before. This keeps them happy.

Good customer care ensures repeated sales.

That’s to say the last person to buy from you is most likely to buy again and soon. This does not happen by accident. It’s a result of the relationship you have built up through excellent customer service. “Care for your customer and they will return, care for the merchandise and they won’t.”

Customer care service also helps customers to get well acquainted with a particular brand of product and service that the organization or company has introduced. It keeps the customers up to date about new products and services that accompany has introduced. Example MTN introduced the “Me to You” service way of giving airtime and through customer care services, customers got to know about it.
The relationship between motivation and sales performance.

The importance of interesting work is also supported by Herzberg's Motivation-Hygiene Theory. His theory posits that employees are motivated by their own inherent need to succeed at a challenging task. The manager's job, then, is to provide opportunities for people to be motivated to achieve. Herzberg's survey of US workers clearly indicates that about 80 per cent of the factors in satisfying job opportunities come from the intrinsic elements of the job such as achievement, recognition, and the work itself (Herzberg, 1987, p. 29, 30, 32).

The second most important item for employees in 1980 and 1986 was full appreciation for work done. Employees are motivated by feedback and recognition for the work they do. Herein lies the problem. Most employers think they know how to express appreciation for a job well done. Yet, research shows that employers seldom acknowledge appreciation for employees' work; and, when they do, it is done poorly. More than 80 per cent of supervisors claim they frequently express appreciation to their subordinates, while less than 20 per cent of the employees report that their supervisors express appreciation more than occasionally. The three important principles to remember when expressing appreciation are to describe the desired behaviour in specific terms, to explain why the behaviour was helpful and actually to express thanks (Cherrington, 1992, pp. 52-3).

A careful look at the overall employee rankings for 1980 and 1986 implies that organizations were doing an adequate job of satisfying the basic needs of their workers. However, they were not doing such a good job of satisfying their ego or self-fulfilment needs (Kovach, 1987, p. 59).

Thus, the employees ranked factors such as interesting work and full appreciation for work done at the top of the list, and good wages and job security near the middle.

The current survey reflects the opposite. It mirrors the increasing stagnation that employees feel as industry battles to survive in a recession and in the midst of global competition. Clearly the 1990s will provide a significant advantage to those companies which are able to resolve the paradox between organizational size and speed in the marketplace (Devanna and Tichy, 1990, pp. 455-6).

In addition, the labour cost-cutting strategies of the 1980s left workers very sceptical about satisfying their basic needs, such as wages and job security. They have not recovered from the
prevailing activities of that period - hostile takeovers, global competition, organizational transformations and downsizing.

The above environment placed many workers in a position of insecurity and uncertainty. In such times, the basic needs may resurface as the most important factors. Therefore, good wages and job security head the list of motivational factors for employees in the 1990s.

Sandwiched between good wages and job security is the employees' concern about being appreciated for work done. People need to have feedback concerning their work and they need to feel competent. According to the ranking of the motivation factors in this survey, employees may consider good wages to be solid feedback concerning their work as well as a reward for their ability or competence. Rewards, such as wages, that reflect ability may lead to greater intrinsic motivation. Rosenfield et al., (1980).

Further indication was that, it is not necessarily the reward itself that determines how people respond, but rather the type of feedback implied by the reward. Thus, extrinsic rewards such as good pay can increase intrinsic motivation if they are perceived as providing information about competence (Wiersma, 1992, p. 102).

Regardless, the respondents to the 1992 survey were more concerned about the extrinsic rewards. Good wages was chosen as the top motivational factor for employees surveyed during those years. Developing more effective incentive programmes may be part of the solution for those employees (Denton, 1991, p. 46).

In Japan, workers receive about 25 per cent of their total pay in the form of flexible bonuses. In the USA, the average is still only 1 per cent (Denton, 1991, p. 46). However, recent survey reports indicate that US workers would like to have more work incentives. In a survey of 689 US workers, from managers and professionals to technicians, artists, salespeople, labourers and clericals, 95 per cent of them rank a cash bonus as a meaningful incentive (Lovio-George, 1992, p. 113).

**Relationship between Sales and Services**

In companies manufacturing technical products or products requiring installation and repair services, cooperation and close contact of the sales and service departments are essential.
Availability of service such as technical advice on the installation of a new product is a powerful selling argument and there are implications for the service department in a salesperson’s promise to buyers moreover in many industries (commercial refrigeration) for example the recommendations of service personnel often influence buyers’ decisions and in selling vacuum sweepers and other household appliances, service personnel act in a sales-making capacity.

Where service is important in sales strategy, provisions for formal coordination are built into the organisation structure. When both sales and service departments are decentralized, the organisation should provide for bridging the gap between the home office and the field. Sales and Service should relate usually by locating sales and service personnel in the same field offices with regional managers responsible for both activities. Under both centralized and decentralized organizational plans, sales and service functions are coordination at the department head level, most often by having both these heads reports to the chief marketing executive. Under all organisation arrangement, the need for continuous cooperation between sales and service means that the great bulk of coordination in informal and between personnel on lower organisation levels.

No business, whatsoever the range of activities can survive unless its products, be they raw materials, manufactured goods, agricultural produce or even services are sold and at a profit.

The selling task of any business is to persuade sufficient people to buy its products. The actual process of selling is generally called “salesmanship”. The physical presence of sales personnel is essential for a selling transaction to take place. Sales can take the form of skillful advertising or publicity. (S.M Lawson, et al)
CHAPTER THREE
PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION
OF DATA

3.0 INTRODUCTION:

This chapter presents the findings, analysis and interpretation of the study is conducted to identify the customer service on sales performance of MTN Uganda.

All finding are presented in relation to the objectives of the study. Quantitative and qualitative methods of data presentation and analysis are used to interpret the findings of the study. The interviews were done using a well design questionnaire that covered the following issues: Customer service level, changes that have to be done in customer service department since inception, gauging the relationship between customer service and general performance of MTN, for how long has the customer service department been operating in MTN, whether the sole purpose for establishing the customer service department was to improve out and what should be done to make customer service more useful or improved.

The first objective of the study was to determine the significant relationship between customer care and sales performance.

The findings of the study revealed that there is a symbiotic relationship between customer care and sales performance. Improvement in customer care is reflected by increased sales of services and products. When asked about the quality of the customer care service, the 30 interviewed customers responded as follows:

Table 1: customer service quality

<table>
<thead>
<tr>
<th>Customers</th>
<th>Frequency</th>
<th>percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very good</td>
<td>14</td>
<td>46.66</td>
</tr>
<tr>
<td>Good</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>Fair</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td>Poor</td>
<td>1</td>
<td>3.33</td>
</tr>
<tr>
<td>Very poor</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data
The above data indicates that 46% of the customers interviewed thought that the MTN customer care was very good, 20% thought the services were good, 30% thought the services were fair and 3% indicated that the services were poor. This signifies that on average the MTN customer care services were good.

Table 2: Changes that have to be done in the customer service department since inception

<table>
<thead>
<tr>
<th>Customers</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Increase in sales from 2003-2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Languages</td>
<td>8</td>
<td>26</td>
<td>34%</td>
</tr>
<tr>
<td>Time of service</td>
<td>7</td>
<td>24</td>
<td>16%</td>
</tr>
<tr>
<td>Mode of conduct with customer</td>
<td>12</td>
<td>40</td>
<td>48%</td>
</tr>
<tr>
<td>None</td>
<td>3</td>
<td>10</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data

Figure 1: Changes that have to be done in the customer service department since inception
The above data represents the changes that the customer service department has undergone since its inception; 26% implies an increase in the efficiency of the use of the customer service languages, 24% improvement on the duration of time for customer service, 40% indicated that customers were satisfied with the conduct of the customer care agents and only 10% had no idea about the topic of research or were reluctant to respond. These changes have led to increase in sales by 34%, 16%, 48% and 2% respectively.

Table 3: Gauging the relation between customer service and the general performance of sales.

<table>
<thead>
<tr>
<th>Customers</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good</td>
<td>10</td>
<td>33.33</td>
</tr>
<tr>
<td>Very good</td>
<td>5</td>
<td>16.66</td>
</tr>
<tr>
<td>Fair</td>
<td>13</td>
<td>43.33</td>
</tr>
<tr>
<td>Poor</td>
<td>1</td>
<td>3.33</td>
</tr>
<tr>
<td>Don’t know</td>
<td>1</td>
<td>3.33</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data.

The above table indicates that improvement in customer care has led to improvement in general performance of sales by 33%, 16%, 43%, 3% and 3% respectively. This implies that improvement in customer care is synonymous with increase in sales performance.

Table 4: Whether the sole purpose for establishing the customer service department was to improve output.

<table>
<thead>
<tr>
<th>Customers</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>10</td>
<td>33.33</td>
</tr>
<tr>
<td>Technical support</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>Customer loyalty</td>
<td>7</td>
<td>23.33</td>
</tr>
<tr>
<td>Eliminating queues from your stores</td>
<td>7</td>
<td>23.33</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary Data
The above table indicates that the sole purpose of establishing a customer care service department has increased sales by 33.3%, technical support has improved by 20%, customer loyalty has also increased by 23.3% and eliminating queues from stores by 23.3%.

Table 5: What should be done to make customer service more useful or improved

1. Should improve on maintenance of phones
2. Increase on the number of customer attendants
3. Increase on number of units
4. Keep the network reliable to reach any time
5. Extend time of work
6. Extend service centres to rural areas
7. Should reduce on customer response time
8. Should look at a customer as a means not as an end
9. Prompt response to customer demands
10. Increase on customer care
11. Improve on conduct
12. Employ professional people with relevant knowledge.
13. Being patient with customers
14. Listening to customer complaints
15. Improve service quality
16. Increase on bandwidth
17. Increase technical support
18. Improve on the mode of contact with customers
19. Immediate responses to customer
20. Increase on languages.

The second objective of the study was to find out the overall performance of sales at MTN Uganda.

MTN Uganda has witnessed a steady growth in sales since its inception in 1998. The growth rate has been on the steady size enabling MTN to control over 60% of the Telecom market share.

MTN Uganda today boosts of over 1 million subscribers and its still growing, MTN customer growth rate is at an average of 50,000 subscribers per year.

According to the Marketing Manager:

"We have witnessed a tremendous improvement in sales over the years, this I should attribute to our vigorous marketing and sales campaigns and quality services."

She further adds;

"Our sales turnover is amazing because we have made it easier and affordable for our subscribers to use our services, the customer is at the centre of our sales strategy and this has produced excellent results”.

Figure 3: MTN GROWTH IN SALES SINCE 1998 UP TO 2005

The above graph indicates that there has been a steady growth in subscribers at an average of 50,000 subscribers a year indicating a steady increase in sales as a result. The graph indicates that MTN I 1998 had 40,000 subscribers, 110,000 in 1999, 180,000 in 2000, 250,000 in 2001, 480,000 in 2002, 640,000 in 2003, 790,000 in 2004 and 105,000 in 2005. This represents a steady and healthy growth in sales since the inception of MTN in 1998 up to 2005.

The third objective was to find out the shortcomings that still exist in MTN sales performance.

Like any other entity, it would be ridiculous to suggest that MTN had no shortcomings in their sales performance despite recording a steady growth over the years.

The study revealed that MTN in incurs high costs in printing rechargeable credit cards. This has affected the gross figures of overall sales in the market. According to the Commercial Manager,

"The cost of printing rechargeable credit cards is still on the high despite shifting from plastic to synthetic paper, there is still need to reduce the cost further so as to realize a greater turn over in profits".

He further reveals that,

"It is still difficult because these cards can not be produced locally, this makes the over head costs high and this affects sales in the long run".

According to the study, another shortcoming in sales performance is due to counterfeiting of rechargeable credit cards. This has been going on for some time. Fake cards are circulating the market and this has affected the over all performance of sales.

According to the Operations Manager,

"There are people circulating counterfeit cards on the market, this has hurt our sales and image among the customers".

This therefore means that MTN finds it had to realize maximum sales in situations where there are already many counterfeit cards in the market.
Another short coming in sales is the fact there are already exists competition in the market for phones and accessories from downtown dealers whose rates are much lower than MTN’s. This has affected overall turnover of MTN’s products.

The study revealed that despite MTN’s dominance in the market, they still face stiff competition from other operators like Uganda Telecom and Celtel Uganda. These two competitors have greatly subsidized and improved their services and coverage. They are realizing a steady growth and significantly reducing the market shares that MTN holds. Some customers have even decided to subscribe to all Networks so as to benefit from all services offered. This has also affected customer loyalty.
CHAPTER FIVE
SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND
RECOMMENDATIONS.

5.0 INTRODUCTION:

This chapter presents the summary of major findings, conclusions and gives recommendations as per the fourth objective of the study.

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The findings of the study revealed that there is a symbiotic relationship between customer care and sales performance. Improvement in customer care is reflected by increased sales of services and products. When asked about the quality of the customer care service; the 30 interviewed customers responded as follows:

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Changes that have to be done in the customer service department since inception:

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The findings indicated that improvement in customer care has led to improvement in general performance of sales by 33%, 16%, 43%, 3% and 3% respectively.

This implies that improvement in customer care is synonymous with increase in sales performance.
Whether the sole purpose for establishing the customer service department was to improve output.

The findings of the study indicated that the sole purpose of establishing a customer care service department has increased sales by 33.3%, technical support has improved by 20%, customer loyalty has also increased by 23.3% and eliminating queues from stores by 23.3%

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The findings of the study revealed that MTN Uganda has witnessed a steady growth in sales since its inception in 1998. The growth rate has been on the steady side enabling MTN to control over 60% of the Telecom market share.

MTN Uganda today boasts of over 1 million subscribers and its still growing. MTN customer growth rate is at an average of 50,000 subscribers per year.

The study revealed that there has been a steady growth in subscribers at an average of 50,000 subscribers a year indicating a steady increase in sales as a result.

The study revealed that MTN in 1998 had 40,000 subscribers, 110,000 in 1999, 180,000 in 2000, 250,000 in 2001, 480,000 in 2002, 640,000 in 2003, 790,000 in 2004 and 105,000 in 2005. This represents a steady and healthy growth in sales since the inception of MTN in 1998 up to 2005.

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Like any other entity, it would be ridiculous to suggest that MTN had no shortcomings in their sales performance despite recording a steady growth over the years.

The study revealed that MTN in incurs high costs in printing rechargeable credit cards. This has affected the gross figures of overall sales in the market.

According to the study, another shortcoming in sales performance is due to counterfeiting of rechargeable credit cards. This has been going on for some time. Fake cards are circulating the market and this has affected the over all performance of sales.
This therefore means that MTN finds it had to realize maximum sales in situations where there are already many counterfeit cards in the market.

Another short coming in sales is the fact there are already exists competition in the market for phones and accessories from downtown dealers whose rates are much lower than MTN's. This has affected overall turnover of MTN's products.

The study revealed that despite MTN's dominance in the market, they still face stiff competition from other operators like Uganda Telecom and Celtel Uganda. These two competitors have greatly subsidized and improved their services and coverage. They are realizing a steady growth and significantly reducing the market shares that MTN holds. Some customers have even decided to subscribe to all Networks so as to benefit from all services offered. This has also affected customer loyalty.

5.1 CONCLUSIONS

It is therefore prudent to mention that overall performance of sales at MTN Uganda has been commendable. The Company has witnessed a steady growth in sales over the years from about 40,000 clients in 1998 up to over 1,000,000 clients in 2005. This has been attributed to an aggressive market campaign, quality services and favourable competition environment.

On the other side, the customer service care department has improved its efficiency over the years. This has involved bringing the services at places that are more convenient to the customers, free technical support and smoothing communication by adding the largely spoken local languages on to the network.

5.2 RECOMMENDATIONS

MTN should devise cheaper ways of availing rechargeable credit cards so as to cut costs. The study recommends that MTN should resort to digital credit access method where the recharging codes are digitally printed on detachable paper. Though this has been attempted, it is still on a small extent but needs to be adopted wholesomely so as to cut down the costs of printing on synthetic paper.
Another recommendation is that MTN should create a convenient way of accessing credit to all clients who have bank accounts and in corporation with the respective banks avail credit to its customers on request and settle with the bankers. A special credit request channel should be put in place to enhance the efficiency of this method where there is a computerized pin code protected automatic access to the account of the client upon request. This would cut on the costs of printing rechargeable cards and also effectively eliminate the problem of counterfeit cards on the market.

There is need for MTN to tremendously reduce the costs of its cell phones and accessories to march that of the downtown dealers. This will go along way in attracting customers to buy not only services but products as well.

Since the market MTN operates in is oligopolistic, there is need to adjust to changes that other operators initiated in the market so as not lose out on the market share as a result of other operators offering attractive package that may lead to loss or current clients acquiring the services of other providers as well.
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LEBOEUF MICHAEL (1988): How To Win Customers And Keep Them For Life: Berkeley Publishing Group USA.


MTN Annual Report 2002-2004

APPENDICES
APPENDIX 1
QUESTIONNAIRE FOR RESPONDENTS
STAFF

Dear respondent,
This is a research study intended to assess customer service and sales performance of Mtn-Uganda limited. You are asked to be open, as for the information provided will be handled confidentially for research purposes only. Hoping for your maximum cooperation

Tick appropriately:

1. How would you gauge the customer service level in MTN?
   - Good
   - Poor
   - Fair
   - Very good
   - Very poor

2. What changes have to be done in the customer service department since inception?
   - None
   - Time of service
   - Mode of contact with customer
   - Languages

3. How would you gauge the relationship between customer service and the general performance of MTN?
   - Good
   - Poor
   - Fair
   - Very good
   - Very poor
   - Don’t know

4. For how long has the customer service department been operating in MTN?
   - Since inception
   - 4 years
   - 2 years
   - Don’t know
5. Would you strongly agree that the sole purpose for establishing the customer service department was to improve out?

☐ Sales  ☐ Technical support
☐ Customer loyal  ☐ Eliminate queues from stores

6. What should be done to make customer service more useful/improved?
APPENDIX 11

QUESTIONNAIRE FOR RESPONDENTS

Dear respondent,

This is a research study intended to assess customer service and sales performance of Mtn-Uganda Ltd. You are asked to be open, as for the information provided will be handled confidently for research purposes only. Hoping for your maximum cooperation.

1. How would you gauge the performance of the customer sales in the last 3 years?
   □ Good □ Poor □ Fair
   □ Very good □ Very poor

2. What need to be done to improve on the sales performance of MTN?
   □ Improve on the customer services
   □ Reduce sales costs

3. Do you think the sales performance of MTN has a relationship with the way you handle your customers (customer service)?
   □ Strong □ Moderate
   □ Very strong □ No

4. Gauging by the number of customers, MTN’s sales performance over five years is:
   □ High □ Moderate
   □ Very high □ Improving
October 3, 2006

To Whom It May Concern:

This letter serves to confirm that Ssebagala Robert of Kampala International University (Student Registration Number BBA/3466/22/DU) has undertaken research on the Subject: "Customer Service and Sales Performance - A Case Study of MTN"; for the period September to October 2006. He has used both qualitative and quantitative methods of data collection during the course of his research. All co-operation accorded to him will be appreciated.

Sincerely,

[Signature]

Godfrey Kiiza
Market Development Manager
Planned coverage of the MTN network as of April 2005.

*Future sites may be subject to revision
Office of the Dean  
School of Business and Management  

Date: 24th July 2006

THE HUMAN RESOURCE MANAGER,  
MTN UGANDA

Dear Sir/Madam,

RE: MR. SSEBAGGALA ROBERT REG.NO.BBA/3466/22/DU

This is to confirm and inform you that the above referenced Gentleman is a bonafide student of Kampala International University pursuing a Bachelor of Business Administration Degree programme in the school of Business and Management of the University.

His title of the Research Project is “CUSTOMER SERVICE AND SALES PERFORMANCE OF MTN UGANDA LIMITED, EAST AFRICA”.

As part of his studies (research work) he has to collect relevant information through questionnaires, interviews and reading materials from your place.

In this regard, I request that you kindly assist him by supplying/furnishing him with the required information and data he might need for his research project and also by filling up the questionnaire.

Any assistance rendered to him in this regard will be highly appreciated.

Yours Sincerely,

DR. Y. B. NYABOGA  
ASSOCIATE DEAN – SCHOOL OF BUSINESS AND MANAGEMENT
TEL.NO. 0752 843 919