MARKETING STRATEGY AND PERFORMANCE OF AN ORGANIZATION: A CASE STUDY OF MTN (U) LTD- KAYUNGA BRANCH

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A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR’S DEGREE IN INTERNATIONAL BUSINESS OF KAMPALA INTERNATIONAL UNIVERSITY

JULY 2018
DECLARATION

I, AMPAIRE ALEX declare that this report is my original work and it has never been submitted to any university, or similar institution of higher learning, for the awarding of a degree, or any other academic award.

Signature: ____________________ Date: 23/07/2018
APPROVAL

I confirm that the work reported in this report is being carried out by the candidate under my supervision.

Signed: [Signature]

Supervisor’s Name: DR. OLUTAYO OSUNSAN

Date: 23/7/18
DEDICATION

This work is dedicated to my family; Mrs. T. Beatrice, Brother Natulinda, Sister Aisha and Agatha for the financial support and encouragement, my friends for their academic advice they accorded to me while conducting this research. My God bless you!
ACKNOWLEDGEMENT

I acknowledge that my success is due to the Almighty God who has enabled me to produce this work and the entire course at large for His mercy and good will.

Special appreciation goes to my relatives, friends especially Peter Steiner and his family who have been there for me ever since I joined university.

Sincere thanks go to my supervisor Dr. Olutayo Osuunsan for the great support and guidance he has given to me in compiling my work in this research report, thank you very much and may God bless you abundantly.

Lastly appreciation goes to all international business administration students and the head of department for the good knowledge they imparted on to me for accomplishment of this course.
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<table>
<thead>
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<th>Definition</th>
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<tr>
<td>&amp;</td>
<td>And</td>
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<tr>
<td>IBT</td>
<td>Industrial Based Theory</td>
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<tr>
<td>LTD</td>
<td>Limited</td>
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<tr>
<td>MFI</td>
<td>Mutual Fund Industry</td>
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<td>MIS</td>
<td>Marketing Information System</td>
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<td>MS</td>
<td>Marketing Strategy</td>
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<tr>
<td>MTN</td>
<td>Mobile Telecommunication Network</td>
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<tr>
<td>RBV</td>
<td>Resource-Based View</td>
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<tr>
<td>SI</td>
<td>Service Industry</td>
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ABSTRACT

The purpose of the study was to examine the effect of marketing strategy on performance at MTN Uganda-Kayunga branch. Other objectives included finding out marketing strategies used by MTN Uganda. A case study of Kayunga branch, finding out the market performance of MTN Uganda, A case study of Kayunga branch and finding out the relationship between marketing strategies and market performance of MTN Uganda, A case study of Kayunga branch. The study answered questions like; what are the marketing strategies used at MTN Uganda – Kayunga Branch?, What is the market performance of MTN Uganda – Kayunga Branch? And What is the relationship between marketing strategies used by MTN Uganda and performance at Kayunga Branch?

The total population for the study was about 20 people at MTN Uganda – Kayunga branch; the researcher managed to approach all of them by using questionnaires as a form of obtaining data. Questionnaires were distributed to different levels of employees such as top officers, middle–officers and bottom officers.

The finding on the age of respondents indicate that they were mostly youth between the age of 20-30 working at MTN-Kayunga branch with majority being male and married with University education as the highest qualification. In addition, majority had worked with the company for 4 years and above mostly employed in the marketing department. The implication is that these are young, energetic, experienced and have driven the performance using the different marketing strategies applied at the branch.

The overall mean of 2.18 falls under agreed which gives a general implication that the general level of performance of MTN Uganda Kayunga branch is greatly attributed to the marketing strategies used by the administrators.

The study also concluded that many respondents supported that they have knowledge about interactive marketing in which it has been exercised among themselves and its clients in order to identify customer needs and clients thus boosting up performance in form of sales revenue and sales volume.

The study recommends that there is need to organize necessary workshops and training on marketers since some employees at MTN Uganda – Kayunga Branch are not sure on how to carryout interactive marketing.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

On an international scale, the consequence of marketing strategy is well known and adapted by most enterprises, industries and normally includes MS in these organizational objectives and structures by Kotler, (1992).

According to Philip Kotler, he continuously explains in his book of marketing management that, “marketing is an administrative and social process through which individuals and groups obtain what they need and desire by generation, offering and exchange of valuable products with their equals.

As Kotler, (2000) explains in a fore mentioned interview some companies decide to learn more about to whom they are selling their product, set out to fabricate and sell quality goods, to understand their clients through the study of large data bases and to offer them a differential service.

As far as marketing strategy is concerned, it focuses on major objectives such as increase sales, brand awareness, Growth market share, launch new products and services, and targeting new customers.

Marketing deals with customers (managing profitable customer relationships) the marketing strategy process involves understanding customer needs, designing a customer driven marketing strategy, preparing an integrated marketing plan and program, building customer relationships, and capturing value from customers (Armstrong and Kotler).

In Africa, the mobile telecommunications market is red hot, with more than half a billion mobile phones in use across the continent. When this business is successful the desire to expand is often uppermost on executive agenda. This mobile telecom was anxious to move beyond the consumer segment to the business segment which represents exciting marketing strategic choices on how to optimize the value of the network. Business telecommunications represented a major opportunity that would require key decisions about pricing packages, types of hand sets, contract decisions to provide for volume discounts and value-added services.
In a lot of ways, marketing is as old as civilization itself. From ancient Greece to our modern days, culture has based its trading and selling upon communication in order to move products faster than the man next to him.

Nevertheless, much of the Philosophies we know today are rooted in techniques and developments from industrial revolution. Mass production coupled with advancement in transportation and technology meant that businessmen needed a better strategy when it came to movement of goods. With nations applying laws against monopoly, how exactly does one sell something when one’s competitor is producing the exact same thing? Enter marketer corporations became aware of the need of individuals that would study markets and consumers. Its behaviors, patterns and steps to be ahead of the game. What started out as a resource that determined what an organization would produce, has transformed into science that coordinates why, when and how much of a good will be manufactured and where it would be sold. Companies went from inward and outward thinking to see that goods and services are clearly delivered to final users through marketing. More so in the history of marketing, there are major stages and these are; The trade era in which production consisted in hand made goods that were limited and generally traded through exploration.

The production orientation era involved industrial age since goods were scarce ad businesses focused mainly in manufacturing. As long as someone was producing someone else would want to buy. This orientation rose to popularity due to shortages in the market, hence creating the foundation of Jean Baptist says famous remark “supply creates its own demand”. Sale orientation era came after industrial revolution where competition had grown and focus turned to selling.

Marketing banding and sales became an important pillar as outputs surpassed demand and companies competed for customers.

The marketing orientation era existed from second half of the 20th Century and onward, the saturation of markets led companies to bestow upon marketers the opportunity to perform on a more strategic level. Though a profound knowledge on the customer, these professionals were involved in what the company would produce, its distribution channels and pricing strategy. Employees within an organization were also motivated to acquired marketing knowledge.
The relationship marketing era also came in by companies focusing towards customer loyalty and developing relationships with clients. Authors such as Peppers, (2000) Martha, (1989) and Kotler were instigators of the importance of creating bonds.

Societal marketing era concentrates on social interactions and a real time connection with clients.

The story of peddling services is as old as the hills. But never has a period in business history seen such an aggressive marketing of services. Kotler, (1996) said no business prognostication could have forecast such a brutal fight for customer money; such struggle for existence ad such revolutionary changes in the service industries to satiate the escalating expectations of consumers. This is now true of the mutual fund industry. The top performing mutual fund usually varies from one period to another as investment styles and sectors come in and go out of favor. While screening tools readily provide such performance data and make the task of identifying top mutual funds relatively easy, there is more to construct top mutual fund portfolio than screening for top mutual funds. The fact that mutual fund industry (MFI) can be viewed as a service industry (SI) makes it imperative to analyze seven Ps of marketing which form grounds of modern day marketing strategies ;Kotler ,(2000). The seven Ps must be carefully examined and analyzed and effective marketing plan must be made only by giving an adequate weight to them. Since mutual funds have greater characteristics of being a service rather than a product there are 7ps associated with it and are normally referred as marketing mix (price, product, promotion, people, processes, place and physical evidence).

In a researcher's conceptual view, marketing strategy simply looks at a long term commitment exercised by business owners to planning with in initial goal of gaining a competitive advantage. For an industry to gain a lion’s share in a market place, it has to employee strategic techniques that will be able to bring high yields in revenue collections. Such strategies can be promotions and advertising techniques.
1.2 Statement of the Problem.
Marketing strategy helps in designing a good communication platform with company’s customers, it shows a clear cut on how customers can be fully satisfied with services of the company as it complies with its policies and objectives. The core elements in marketing strategy are dealing with promotion, advertising, trade shows and exhibition, after sales services, corporate social responsibilities, price cuts and discounts offered by the company.

However, to achieve the above, Kotler (1982) argues a marketing strategy that is well articulated will enable one to focus on marketing activities to achieve the organizational goal.

Currently, most organizations continue to increase spending on marketing activities and their financial projections per period continue to rise. More over competition and economic conditions continuously create pressures about the performance of the company.

More so, customers were failing to get information concerning about the new services available in the company because of poor marketing communication strategies the company use. This led other players in the same industry to take some lion’s share in the market place.

Generally, marketing strategy is developed by describing company’s unique selling preposition, defining a target market, identifying the core value of your products and services to final consumers, knowing how you should position yourself and identifying the best marketing methods to reach your audience.

It is on these premises that the study wished to examine the effect of marketing strategy on the general performance of MTN Uganda LTD- Kayunga branch.

1.3 Purpose of the Study
The purpose of the study was to examine the effect of marketing strategy on performance at MTN Uganda- Kayunga branch.
1.4 Objectives of the Study

1. To find out marketing strategies used by MTN Uganda. A case study of Kayunga branch.
2. To find out the market performance of MTN Uganda, A case study of Kayunga branch.
3. To find out the relationship between marketing strategies and market performance of MTN Uganda, A case study of Kayunga branch.

1.5 Research Questions

1. What are the marketing strategies used at MTN Uganda – Kayunga Branch?
2. What is the market performance of MTN Uganda – Kayunga Branch?
3. What is the relationship between marketing strategies used by MTN Uganda and performance at Kayunga Branch?

1.6 The Scope of the Study

Scope of the study covered specific areas of interest which were classified into geographical, time and content scope and subject was confirmed by questionnaires distributed to different staff members at MTN Uganda- Kayunga branch.

1.6.1 Geographical Scope

The study was carried out at MTN Uganda, Kayunga branch located in Kayunga Town Council Bbale road, Kayunga district in central Uganda.

1.6.2 Content Scope

The study focused effectiveness of marketing strategy in terms of internal marketing, external marketing, interactive marketing and relationship marketing on performance in terms of profits, total output, sales volume, evidence and consistency at MTN Uganda-Kayunga branch.

1.6.3 Time Scope.

The study was done within 6 months starting from January to June 2018.
From January to February chapter one was to be covered, From February to March chapter two was to be covered, From March to April chapter three was to be covered, From April to May chapter four was to be covered, finally from May to June chapter 5 and conclusions were to be covered.
The study was done within 6 months and it was based on various reports and articles concerning marketing plans and strategies on performance in Ugandan enterprises (From January to June 2018).

1.6.4 Theoretical scope
The adapted-on industry organization theory 1950, confirmed by different scholars such as Andrews (1952), Tirole (1988), and Ramsey (2001). The study was also adapted on Resource based theory 1959 by Penlope.

1.7 Significance of the Study
The research is vital to new generation of business enterprises who would wish to adopt better marketing strategies that will help them to acquire a better lion’s share in the marketing place for the success of their businesses.

1.8 Key Terms
Marketing strategy; a plan of action designed to promote and sell a product or service
Performance: the achievement of a certain task or objective measured against pre-set known of standards of accuracy, completeness, cost and speed

Relationship marketing; is a face of customer relationship management that focuses on customer loyalty and long-term management rather than short term goals like customer acquisition and individual sales.

Internal marketing; this is an ongoing process that occurs sticky within a company or organization whereby the functional process is to align, motivates and empowers, employees at all management levels to consistently deliver satisfying customer experience.

Interactive marketing; one to one marketing process that reacts and changes based on the actions of individual customers and prospects.

External marketing; Actions or business of promoting and selling services or products, including market research and advertising to clients.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction
This chapter explains various literatures from different researchers and authors who have tried to talk about the effectiveness of marketing strategy on performance and various marketing tools adapted by business enterprises in Uganda.

2.1 Theoretical Review
In a theoretical perspective, literature shows that there is relationship between marketing strategy and performance in telecommunication enterprises in Uganda. Industrial organization theory was adopted or used during early 1950s through written evidence of Andrews (1952). The structure of a market, and how a market is working is a concept behind the industrial organization theory Tirole (1988). And is about how a structure of market has an influence of the strategy nd decision making of a company Raible, (2013), Ramsey (2001) said that industrial organization theory is reflected in the structure of market in which a company operates, the organizational conduct and in turn the organization performance in form of revenue. Industrial organization looks at the whole industry and market conditions f a company and the central analytical aspect can be used to identify strategic choices, which firms have in their respective industries Porter, (1981) Teece et al, (1997).

Resource based theory has its origin from the written evidence of Penrose (1959); though inadvertently the view was formerly presented by Wernerfelt (1984). He assessed the firm using resource market matrices instead of the market share growth combination of the competitive position view presented by the Boston consulting group (1972). In the place of Empathizing market entry barriers as a way of gaining a competitive advantage to increase returns the resource-based theory stressed “resource position barriers” as a means of increasing revenue Wernerfelt 1984 and Barney 1991). A resource-based view (RBV) is one of the most widely accepted theories of strategic management (Powell, 2001). In terms of performance resources may increase the firm’s capacity to charge high prices and thus contribute to the performance by helping the firm to appropriate value linked to competitive advantages. Furthermore, resources may be used to erect entry barriers and so increase performance at the company level (Newbert, 2007).
2.2 Conceptual Framework

The conceptual model presents the perceived relationships as formulated for testing. The conceptual model shows the various relationships among variables in the marketing strategy development and performance as well. According to this model, marketing strategy is the independent variable which influences performance as the dependent variable with both quantitative and qualitative indicators as portrayed above.

Independent variable is presented by marketing strategy with its corresponding indicators such as developing external marketing, internal marketing, new market segments, relationships markets and many others.

Internal marketing as an independence variable has affected performance as a dependent variable in form of profits, increased sales volume, efficiency and soon.

More so external marketing has affected performance of most enterprises in Uganda in form of profits as well as evidence and consistency.

Interactive marketing as independent variable has affected performance of company in form of total revenue, total output turns over and evidence.
Lastly relationship marketing has influence performance of the company as follows, profits, sales volume, evidence and consistence.

2.3 Review of other related literature
2.3.1 Marketing strategies used by Organizations
At this case, I was able to review the other related literatures from different authors who were concerned as well on assessing the relationship between independence variables such as internal marketing, direct new market segments, external marketing, extending new services to new geographical locations, relationships and interactive marketing on performance of the service industry as a dependent variable.

2.3.1 Internal Marketing and Performance
Internal marketing is an ambiguous concept Flipo (2000). The term internal marketing is used widely as a means of highlighting commitment to improving the effectiveness of the services offered by organizations resources Gilmore, (2000). Internal marketing is not departmental function rather than an organizational activity as the entire resources within the organization must be coordinated Hogg and Carter, (2000).

The definitions reviewed within the literature highlight the ability possessed by internal marketing to improve service quality through an organization’s effort. It is identified that within literature review that internal marketing is classified into three perspectives that is to say internal customer, the development of customer orientation and theory of internal marketing as an implementation mechanism. For this purpose, I shall focus on customer orientation perspective as it is relevant in the context of high contact service employees.

2.3.2 Customer orientation
Internal marketing has been defined as the approach employed by the organization to advocate the philosophies of customer and service orientation throughout the organization via motivation of employees Varey, (1994). In this context the organization attempts to put in place a set of values related to achieving a superior service climate within the employees belief system Varey, (1994).

It is well believed by Gronroos, (1987) that internal marketing must be concerned with ensuring employees are consistently conscious of delivering service quality. Employees can
be motivated in form better wages, training and employee involvement in decision making in order to fill satisfied with working conditions at the organization, this will lead to better performance at the end.

In conclusion, elements of internal marketing include; Employee motivation and satisfaction, customer orientation and customer satisfaction, interventional coordination and integration marketing like approach to the above. Implementation of specific corporate and functional strategies. All the above elements show that there is a positive correlation between internal marketing and performance of a service industry.

2.3.3 External marketing and performance

External marketing activities are generally divided into specific individual competences. In service firm, it is generally believed that a marketing plan composed of external marketing activities largely determines consumer satisfaction. However, in service organization the implementation of this plan depends to a great extent on the activities of the employees Menderson and Sharma (2001).

Attempt to develop and sustaining organization culture that emphasizes internal customer well-being as a means to attract and retain external customer patronage. They propose a model that relates six key internal marketing practices to external customer satisfaction and loyalty mediated by internal customer attitudes (loyalty to the firm, job satisfaction, trust in management) leading to extra role behaviors directed to external customers. Kotler (2000) explains however internal market is more important to external marketing because it creates satisfaction to internal customers that will mediate the message to external customers.

External marketing activities can be promotions, advertising, after sales services, discounts and many others. In an attempt to carry smoothly the above activities, the company’s services will be able to flow into external customers though there might be a question if those services can satisfy them.

In different prepositions identified, it was seen that internal marketing will be positively associated with external marketing in performance of the service industry.

External marketing will be positively associated with business performance through positive communication strategies adopted by the company.
2.3.4 Interactive marketing and performance
The mobile telecommunication service providers are fighting with each other to gain a great slice of the market share with a globalization effect. Therefore, they use the interactive marketing concept strategy to build loyal with each customer which leads to improved financial and market performance and as well as competitive edge Ravesteyn, (2005). Ndubis, (2006) concluded that if the mobile service organization is trustworthy, committed to service reliable efficient in communication to customers and able to handle complaints well, mobile customers tend to be loyal in Uganda.

And also Ndubis (2004) suggested that the organization should maintain the good relationship with customer to get the loyalists. Loyal clients are greatest assets to the organization because they can communicate through the favourable word of mouth about the organization or products to which they feel loyal and also attract new customers for the organization, which lead to the benefit of its sales revenue and profit. Useful sources of new product ideas can be also drawn from loyalists.

Afsar et al (2010) concluded that customer is committed to a mobile communication service provider, his /her trust is grown up which automatically leads to loyalty of the customer. In most developed and developing countries with interactive marketing in mobile service communication sector is positively related to firm performance or customer satisfaction.

2.3.5 Relationship marketing and performance
Marketing managers and theorists normally cite the influence of personal referral on customer behavior which always achieved through relationship marketing.
Rayal and Payne (2000) developed taxonomy of referral types, broadly split into two groups; Customer referrals and non-customer referrals.
Customer referrals may be either customer initiated or company initiated.
Customer initiated referrals originate from current or former customers who have been satisfied or delighted with their experiences Bennett ad Barkensjo, (2005).

Kotler’s (2003) explains that the most effective ways to market your services and brand is the strong relationships you already have with existing clients.
Relationship marketing leads to greater client experience with your firm. A greater client experience translates into a stellar reputation of your firm, which in turn leads more of the right clients to your door. Creating stakeholder’s value extends the analysis of the change in the marketing rationale from a crude concern for increased market share to a strategy aimed at creating profitable relationships with targeted customers’ thus firm performance.

For most service organizations, economic success depends on ability to maintain long term relationships with customers who purchase their offerings repeatedly Reinartz, et al... (2005) Understanding the reasons customers repeatedly purchase from a service firm therefore represents an issue of essential importance. Service research / investigation has identified a multitude of potential repeat purchase drivers which among them present relationship marketing initiates put in place by an organization which later creates on loyal customers. These customers have earned most advantages from the company suggests nonetheless, every company should aim goal setting to create loyal customers, but loyalty has never be so strong that customers do not accept those competitor suggestion that have more value Kotler, (2003).

A number of studies have identified that relationship marketing can be created through, price reductions, customer after sales service like thanksgiving, corporate social responsibilities like hospital construction and roads as well Hsich chui and Chiang, (2005).

Finally, personal selling plays a key role in partnering especially in buyer – seller relationships Weitz and Bradform, (1999). The focus of personal selling shifts from influencing buyer behaviour to a management of inherent in the buyer- seller relationships. Conflict management approaches include that of avoidance, accommodation, confrontation, compromise and collaboration. The approaches indicate commitment (high or low) through signaling and have low to high levels of exchanging information. The approaches vary in their levels of assertiveness and cooperation Weitz and Bradford, (1999).

2.4 Conclusion / Gaps

In a nutshell, Hogg and carter, (2000) in internal marketing say that “internal marketing is not departmental rather than organizations project, however in Uganda and Africa at large most telecommunication companies such as MTN Uganda focuses on creating its independent
marketing department which has led to limited human resources across the whole company thus not utilizing all the internal personnel in terms of marketing decision making.

Kotler (2003) said that the most effective ways to market your services and brand is to build strong relationships with customers but he gave limited strategies in building customer relationships by most companies. More so he did not specify which ways can be used to build strong relationship with customers.
CHAPTER THREE  
METHODOLOGY  

3.0 Introduction  
This chapter shows a description of research design, research population, sample size, sampling techniques, data source, and data collection methods.

3.1 Research Design  
Research design involves overall strategy that someone chooses to integrate the different components of the study in a coherent and logical way, thereby ensuring effectively address to the research problem; it constitutes the blue print for the collection measurement and analysis of data.

The research was a descriptive research design. The design exploited both qualitative and quantitative approaches; qualitative research involves interviews while quantitative research involves use of descriptive statistics that were generated in form of table, Frequency table, graphs and charts. Qualitative and quantitative approaches were adopted to enable the researcher to get and analyze information concerning respondents' opinions about the impact of marketing strategy on performance of MTN Uganda located in Kayunga Town Council.

In other words it can be viewed as an outline or plan from which an activity can be carried out Nwongi, (1999). Research Design study adapted a descriptive research design and this normally describes events the way they exist in their natural occurrences.

3.1.1. Quantitative Design  
Quantitative research design is the systematic critical investigation of seen phenomena through mathematical, statistical and computational techniques.

The core objective of quantitative research is to employ and develops mathematical models, theories and hypotheses pertaining to the phenomena.

Measurement process is central to qualitative research due to provision of fundamental connection between empirical observation and mathematical expression of quantitative relationships. Quantitative data is any data that is in numerical form such as statistics, percentages and others.
Quantitative research design seeks to quantify the collected data for analyzing and find a final course of the action. It was based on statistics, the objects are large number of respondents and it was structured. In this research quantitative method was used to gather data and information at MTN Uganda – staff and clients who are the beneficiaries of the services provided.

3.2 Population Study

Study population is a complete set of individuals, cases, or objects with some common observable characteristics. The researcher obtained information from MTN (U) Ltd. Kayunga Branch staff and clients who directly come at the MTN service centre for company services. The researcher involved all these categories in the study were assumed to possess the necessary information.

The total population for the study was about 20 people at MTN Uganda – Kayunga branch; I managed to approach all of them by using questionnaires as a form of obtaining data. Questionnaires were distributed to different levels of employees such as top officers, middle—officers and bottom officers.

Table 1: Showing the study population

<table>
<thead>
<tr>
<th>Type of respondent</th>
<th>Study population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top officers</td>
<td>8</td>
</tr>
<tr>
<td>Middle officers</td>
<td>6</td>
</tr>
<tr>
<td>Bottom officers</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total population</strong></td>
<td><strong>20</strong></td>
</tr>
</tbody>
</table>

3.3 Data Source

This is a main platform in which data can be obtained or gathered by the researcher. In gathering data, the researcher used two forms of data sources that is to say primary and secondary data sources.

3.4 Data Collection Methods

The researcher used interviews and questionnaires in data collection of methods in order to get information from respondent as well as magazine and newspaper guides during research.
CHAPTER FOUR
PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.0. Introduction
The study looked at marketing strategies and performance of the organization. A case study of MTN (U) Ltd- Kayunga. The findings from the study were presented and analyzed orderly based on the formulated study objectives. The study objectives included finding the marketing strategies used by MTN Uganda-Kayunga branch, the market performance as a result of the different market strategies used and the relationship between the market strategies used at MTN Uganda Kayunga branch and the overall market performance.

The researcher begins by presenting the biographic characteristics of respondents in terms of age, gender, level of education marital status and levels of Education by using tables, graphs and pie charts. The inclusion of the background information served to inform if such variables had a great impact on marketing strategy and performance in an organization. The findings on the objectives of the study was analyzed using means and standard deviations to examine the extent of the respondents’ response and the extent of his/her understanding of a particular question asked.

4.1. Background information of the respondents.

4.1.1. Age of the respondents.

The findings on age of respondents revealed that the majority were between the age of 20-30 represented by 60 percent, followed by those between the age of 31-40 with 25 percent. Those above 40 were 10 percent and those below were only 5 percent. This indicates that employees of MTN Kayunga branch are mostly youth as shown on the subsequent table.

Table 2: Age of the respondents at MTN(U) Kayunga branch.

<table>
<thead>
<tr>
<th>Age of respondents</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20</td>
<td>1</td>
<td>5.0</td>
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<tr>
<td>20-30</td>
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<td>41 and above</td>
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<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary data 2018)
4.1.2 Gender of the respondents at MTN Kayunga branch

The research findings revealed that were more male respondents at MTN Uganda Kayunga branch than females. This is true due to gender inequality in Uganda where men tend to dominate in almost all the sectors in terms of employment. According to table 3, its indicated that males were more than females. Findings reveal that 55 percent of the respondents were males while 45 percent of the respondents were females. This had no effect on the study results as all people were in position to provide valued information.
Table 3: Showing gender of the respondents at MTN Uganda -Kayunga branch

<table>
<thead>
<tr>
<th>Gender of respondents</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>11</td>
<td>55.0</td>
<td>55.0</td>
</tr>
<tr>
<td>Female</td>
<td>9</td>
<td>45.0</td>
<td>45.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary data 2018)

Figure 3: Showing gender of the respondents.

4.1.3. Marital status of respondent.
As a background information variable, marital status of respondents was considered under this study. According to the findings as in table 4, majority of respondents were married with 65 percent and the rest were single represented by 35%. Other marital status like separated, and widowed registered zero responses as shown on the table below. It was established that married persons are more focused and determined than single ones who are normally flexible.
but not focused on their job though it is easy for single persons to mobilize marketing teams since they have little responsibilities and obligations.

**Table 4: Showing marital status of the respondents.**

<table>
<thead>
<tr>
<th>Marital Status of respondents</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>7</td>
<td>35.0</td>
<td>35.0</td>
</tr>
<tr>
<td>Married</td>
<td>13</td>
<td>65.0</td>
<td>65.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary data 2018)

**Figure 4: Showing marital status of respondents.**

(Source: Primary data 2018)

4.1.4. Education level of the respondent.

The study considered 4 categories of education levels namely, Primary, Secondary, University and Tertiary levels. Accordingly, all the established categories of education levels had representatives as shown on the table below. This was aimed at establishment how one’s level of education could influence the understanding of the independent variables and dependent variables let say marketing strategy and performance of the organization.
According to the research findings, the research revealed that majority of respondents had university education as the highest attainable level, followed by secondary and tertiary represented equally by 20 percent while primary education level had only 5 percent.

Table 5: Showing education levels of respondents.

<table>
<thead>
<tr>
<th>Education Level of respondents</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>1</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Secondary</td>
<td>4</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>University</td>
<td>11</td>
<td>55.0</td>
<td>55.0</td>
</tr>
<tr>
<td>Tertiary Institution</td>
<td>4</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary data 2018)

Figure 5: Showing level of education of respondents MTN-Kayunga

(Source: Primary data 2018)
4.1.5. **Duration of time spent by respondents at MTN(U) in Kayunga branch.**

Respondents were asked about their duration of stay/work at MTN Uganda. Those who had stayed longer in the study were further believed to have enough experience witnessed several changes, trends, patterns of work/services offered by the organization to its clients.

The findings indicate that majority of respondents had spent above 4 years with the company represented by 50 percent, followed by those between 2 and 4 years and lastly below 2 years were represented by 10 percent.

**Table 6: Showing duration in the organization.**

<table>
<thead>
<tr>
<th>Duration in the Organisation</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 2 Years</td>
<td>2</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Between 2 and 4 Years</td>
<td>8</td>
<td>40.0</td>
<td>40.0</td>
</tr>
<tr>
<td>Above 4 Years</td>
<td>10</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

(Source: Primary data 2018)

**Figure 6: Showing a bar duration of the respondents in the organization.**

(Source: Primary data 2018)
4.1.6. Department of work of the respondents at MTN-Kayunga branch.
The study findings indicate that majority of respondents represented by 85 percent work from marketing and sales department, and the rest of the departments that is to say accounts, audits and stores comprised of only 5 percent by at MTN Uganda–Kayunga Branch. This is a true implication of all companies that specialize in services as a way of boosting sales of their products or services. This is shown on the table below.

**Table 7: Showing department of different respondents.**

<table>
<thead>
<tr>
<th>Department where respondents work</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts</td>
<td>1</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Marketing and Sales</td>
<td>17</td>
<td>85.0</td>
<td>85.0</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>1</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Stores</td>
<td>1</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

(Source: Primary data 2018)

**Figure 7: Showing the departments of work of respondents at MTN-Kayunga branch**

(Source: Primary data 2018)
4.2. **Marketing strategies used at MTN Uganda Ltd- Kayunga branch.**

Under this section, the study looked at different marketing strategies that were adopted by the company. These included, internal marketing, external marketing, interactive marketing and relationship marketing as shown in the table below.

The research findings indicated that MTN-Kayunga branch carry out internal market, external marketing, interactive marketing and relationship marketing. This was based on the mean responses where they all strongly agreed that these strategies are used at the branch because all the mean responses range between 1.0 to 1.9 as shown on the table below.

In the beginning, the respondents were asked if MTN Kayunga branch carry out internal marketing and the mean response is 1.6 with a rank of 1 showing that majority strongly agreed with the question asked. In addition, when asked if there external marketing strategy at the branch, the mean score was also 1.4 with a rank of 1 showing that they strongly agreed with the statement. Regarding the statement of knowing how interactive marketing is done and if MTN uses relationship marketing also had means of 1.4 and 1.45 with ranks of 1 indicating that they strongly agreed with the statement.

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Rank</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does MTN Uganda Kayunga branch carry out Internal Marketing</td>
<td>20</td>
<td>1.60</td>
<td>.598</td>
<td>1</td>
<td>Strongly agreed</td>
</tr>
<tr>
<td>Are there external marketing strategies at MTN(U) Ltd Kayunga</td>
<td>20</td>
<td>1.40</td>
<td>.503</td>
<td>1</td>
<td>Strongly agreed</td>
</tr>
<tr>
<td>Do you know how interactive marketing is done</td>
<td>20</td>
<td>1.40</td>
<td>.598</td>
<td>1</td>
<td>Strongly agreed</td>
</tr>
<tr>
<td>Do you think relationship marketing is vital at MTN Uganda-Kayunga branch</td>
<td>20</td>
<td>1.45</td>
<td>.759</td>
<td>1</td>
<td>Strongly agreed</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary data 2018)
4.2.1 Performance at MTN Uganda-Kayunga Branch.
Under this objective, the researcher examined performance in terms of profitability, total output, sales volume and efficiency in service delivery and consistency.

A question was derived from the second objective of the research study about what the performance at MTN-Kayunga. To achieve this objective, respondents were subjected to a number of questions to provide answers to the above research question. The questions delivered to the respondents were aimed at investigating their response towards the stated research objective. The response was as seen from table 9 below.

Table 9: Showing market performance at MTN Uganda-Kayunga branch

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Rank</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is my company Profitable</td>
<td>20</td>
<td>1.40</td>
<td>.754</td>
<td>1</td>
<td>Strongly agreed</td>
</tr>
<tr>
<td>There is rise in my company's total output</td>
<td>20</td>
<td>2.15</td>
<td>1.226</td>
<td>2</td>
<td>Agreed</td>
</tr>
<tr>
<td>There is a decrease in sales volume in my company</td>
<td>20</td>
<td>2.80</td>
<td>1.281</td>
<td>2</td>
<td>Agreed</td>
</tr>
<tr>
<td>There is efficiency in service delivery</td>
<td>20</td>
<td>1.90</td>
<td>.641</td>
<td>1</td>
<td>Strongly agreed</td>
</tr>
<tr>
<td>There is consistency in provision of service</td>
<td>20</td>
<td>2.00</td>
<td>.725</td>
<td>2</td>
<td>Agreed</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary data 2018)

The research findings from table showed that a mean of 1.4 falls under strongly agreed that the company is profitable; a mean of 2.15 falls under agreed that there is decrease in sales volume MTN-Kayunga branch, the mean of 2.80 falls under strongly agreed implying that there is efficiency in service delivery and lastly the mean of 2.0 signifies that respondents agreed that there is efficiency in provision of services at MTN Uganda. The overall mean of 2.1 implies that respondents agreed that there is good market performance for MTN-Kayunga branch as a result of applying internal, external, interactive and relationship marketing strategies.
4.2.3 The relationship between marketing strategies and market performance of MTN Uganda, A case study of Kayunga branch.

A question was derived from the third objective of the research study if there is relationship between marketing strategies used and performance of MTN Kayunga branch as a company. To achieve this objective, respondents were subjected to a number of questions to provide answers to the above research question. The questions delivered to the respondents were aimed at investigating their response towards the stated research objective. The response was as seen from table 10 below.

Table 10: Showing the relationship between marketing strategies and performance of MTN-Kayunga branch as a company.

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Rank</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has internal marketing increased profitability of MTN-Kayunga branch</td>
<td>20</td>
<td>1.40</td>
<td>.598</td>
<td>1</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>Has external marketing led to the increase in sales volume at MTN-Kayunga branch</td>
<td>20</td>
<td>1.60</td>
<td>.598</td>
<td>1</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>Has interactive marketing led to the improvement in service provision at MTN-Kayunga branch</td>
<td>20</td>
<td>1.50</td>
<td>.513</td>
<td>1</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>Has relationship marketing led to decrease in sales volume at MTN-Kayunga branch</td>
<td>20</td>
<td>4.40</td>
<td>.821</td>
<td>4</td>
<td>Disagreed</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Primary data 2018)

The findings on the internal marketing and profitability has a mean which falls at a rank of 1 showing that respondents strongly agreed that internal marketing has led to increased profitability of MTN-Kayunga branch. A mean of 1.6 on external marketing and increased sales volume falls under rank of 1 indicating that there is a positive relationship between external marketing strategy and sales volume at Kayunga MTN branch. In addition, there is also a positive relationship between interactive marketing and service provision because the mean of 1.5 falls under rank of 1 while relationship marketing and decrease in sales volume showed a negative relationship because a mean of 4.4 falls under rank of 4 implying that respondents disagreed to the statement as shown on the table above.
CHAPTER FIVE
DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction
This chapter consists of the discussions on the key findings, conclusions, recommendations and suggestion of areas of further studies or emphasis for future researchers.

5.1.1 Findings on the biographic characteristics of respondents at MTN-Kayunga branch.
The finding on the age of respondents indicate that they were mostly youth between the age of 20-30 working at MTN-Kayunga branch with majority being male and married with University education as the highest qualification. In addition, majority had worked with the company for 4 years and above mostly employed in the marketing department. The implication is that these are young, energetic, experienced and have driven the performance using the different marketing strategies applied at the branch.

5.1.2 The marketing strategies used at MTN Uganda Kayunga branch
To achieve this objective, respondents were subjected to a number of questions to provide answers to the research question derived from this objective. The questions administered to the respondents were aimed at investigating the respondent’s response towards the stated research objective.

The findings showed that a mean of 1.6 falls under strongly agreed implying that internal marketing is a reliable strategy, the mean of 1.40 falls under strongly agreed also implying that external marketing strategy is also very commonly used at Kayunga branch MTN; the mean of 1.45 falls under strongly agreed and 1.46 implying that relationship marketing and interactive marketing are best strategies used.

The overall mean of 1.46 the marketing strategies falls under strongly agreed which is an implication that the marketing strategies at MTN Uganda-Kayunga are very successful.
The study findings revealed internal marketing strategies are normally conducted by MTN Uganda – Kayunga branch to boost up performance. Strategies like employee motivation and salary raise have been applied to make workers feel comfortable and proud of MTN Kayunga
branch. The study got informed MTN Uganda –Kayunga branch failure to adopt internal marketing as a strategy could lead to high employee turnover, raise production costs of the organization and finally reduce revenues of the company. In addition, respondents pointed out when internal marketing is in existence within the company, it can lead to external marketing at minimum cost.

External marketing and performance at MTN Uganda –Kayunga Branch. Under this variable, the findings revealed that external marketing has been of great importance at MTN Uganda –Kayunga branch. The study went ahead and revealed that, the concept has been carried out inform corporate social responsibilities (CSR), and advertising to customers which has made company clients to become familiar to the company. Furthermore, it was clear by respondent that, the company has been carrying out promotions like MTN Momo Nyabo in order to attract and retain customers.

Interactive marketing at MTN Uganda –Kayunga branch. The study revealed that, MTN Uganda –Kayunga branch conducts interactive marketing among its customers. At least many correspondents conquered with the statement that the company conducts interactive marketing. Furthermore, most employees knew on how to carryout interactive marketing which has enabled MTN Uganda –Kayunga branch to capture and identify its customer problems and needs leading to increased sales volume.

Relationship marketing at MTN(U) Ltd-Kayunga. The results show that, the company performs relationship marketing. One respondent confirmed that relationship marketing builds customer loyalty and improves on employee motivation, annual total output and increase sales revenue as well.

5.1.3 Performance at MTN Uganda- Kayunga Branch.
To achieve this objective, respondents were subjected to a number of questions to provide answers to the research question derived from this objective. The questions administered to the respondents were aimed at investigating the respondent’s response towards the stated research objective.

The findings showed that a mean of 1.40 falls under strongly agreed implying that MTN Kayunga branch is making a lot of profits; a mean of 2.15 falls under agreed implying that
there is rise in total output of MTN Uganda, the mean of 2.8 falls under agreed, implying that respondents agreed that there is decrease in sales volume at times while efficiency had a mean of 1.9 falling under agreed.

The overall mean of 2.05 falls under agreed which gives a general implication that marketing strategies at MTN Kayunga branch are very successful on determining the performance of the company.

5.1.4 The relationship between marketing strategies and market performance of MTN Uganda, A case study of Kayunga branch.
To achieve this objective, respondents were subjected to a number of questions to provide answers to the research question derived from this objective. The questions administered to the respondents were aimed at investigating the respondent’s response towards the stated research objective. The Findings showed all the three means out of four of falls under rank of 1 implying that there is a positive relationship between the marketing strategies and company’s performance at MTN Kayunga branch.

The overall mean of 2.18 falls under agreed which gives a general implication that the general level of performance of MTN Uganda Kayunga branch is greatly attributed to the marketing strategies used by the administrators.

5.2 Conclusion
The study concluded that internal marketing is crucial in the functioning of an organization as it boosts up performance in terms of profits, sales volume, total output and consistence in the company services.

More so, the study nut shelled that external marketing is very important in a way that, it retains old and new clients to the company. MTN Uganda Ltd –Kayunga has been carrying out promotions such as MTN Momo Nyabo as a sign of external marketing.

The study also concluded that many respondents supported that they have knowledge about interactive marketing in which it has been exercised among themselves and its clients in order to identify customer needs and clients thus boosting up performance in form of sales revenue and sales volume.
The study finally conducted the there is a strong positive relationship between the marketing strategies and performance as indicated by the study findings.

5.3 Recommendations
The study recommends that there is need to organize necessary workshops and training on marketers since some employees at MTN Uganda –Kayunga Branch are not sure on how to carryout interactive marketing.

The study also recommends that, the company should expand its office premises since employees from different departments are congested in one small room. This was found using observation at the time of collecting questionnaires from different respondents.

The study also recommends that there is need to further motivate marketers of MTN Uganda –Kayunga branch since emerging telecommunication companies are looking out to source the experienced and well trained MTN Uganda –Kayunga branch staff. Motivation can be in form of allowances, holiday retreats, increased salaries, promotions as well as recognition of efforts.

Lastly, MTN ought to set up their network because it was found out that there is loss of network in rural areas especially when it comes to promotion strategy. Distribution of gifts to winner is normally dominated by urban dwellers.

5.4 Areas of further study
Future research should investigate more on international marketing strategies and performance indicators, more so the research should be extended to more marketing strategy variables and performance measures including digital marketing and retail marketing.
REFERENCES


Marketing strategies in Organization Performance retrieved from https://www.likessays.com/essays/marketing/effectivenessofmarketing


APPENDICES
APPENDIX I: QUESTIONNAIRE

Dear Sir/ Madam,

I am Ampaire Alex, a student of Kampala International University offering Bachelor’s Degree in International Business Administration. I am carrying out research on marketing strategy and performance in your organization (MTN Uganda Ltd – Kayunga branch) and the data collected will be used purposely for research and it will be kept confidential.

I kindly request you to sacrifice your precious time and provide me with the necessary information as this will be used for academic purpose only and will enable me complete my research project and studies successfully.

Guide: Please tick the most applicable option

Section 1: employees’ personal details

1. Age
   - Below 20
   - 20 – 30
   - 31 -40
   - 41 and above

2. Sex
   - Male
   - Female

3. Marital Status
   - Single
   - Separated
   - Married
   - Widowed

4. Level of Education
   - Primary
   - Secondary
   - University
   - Tertiary


5. Duration in the organization (MTN-Uganda Ltd) Kayunga.
   - Below 2 years
   - Between 2 and 4 years
   - Above 4 years

6. In which department do you work?
   - Accounts
   - Marketing and sales
   - Internal audit
   - Stores
   - If others, please specify

SECTION 2: Marketing Strategy used at MTN (U) Ltd - Kayunga Branch

7. Does MTN – Uganda – Kayunga Branch carry out Internal Marketing?
   - Strongly agree
   - Agree
   - Not sure
   - Disagree
   - Strongly disagree

8. Are there external marketing strategies at MTN (U) Ltd- Kayunga branch?
   - Strongly agree
   - Agree
   - Not sure
   - Disagree
   - Strongly disagree

9. Do you know how interactive marketing is done?
   - Strongly agree
   - Agree
   - Not sure
   - Disagree
   - Strongly disagree
10. Do you think relationship marketing is vital at MTN Uganda – Kayunga branch?

| Strongly agree |   |
| Agree |   |
| Not sure |   |
| Disagree |   |
| Strongly disagree |   |

Section 3: Performance at MTN Uganda- Kayunga branch

11. Is my company profitable

| Strongly agree |   |
| Agree |   |
| Not sure |   |
| Disagree |   |
| Strongly disagree |   |

12. There is rise in my company’s total output.

| Strongly agree |   |
| Agree |   |
| Not sure |   |
| Disagree |   |
| Strongly disagree |   |

13. There is decrease in sales volume in my company

| Strongly agree |   |
| Agree |   |
| Not sure |   |
| Disagree |   |
| Strongly disagree |   |

14. There is efficiency in service delivery

| Strongly agree |   |
| Agree |   |
| Not sure |   |
| Disagree |   |
| Strongly disagree |   |
15. There is consistency in provision of service

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
</tr>
<tr>
<td>Not sure</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td></td>
</tr>
</tbody>
</table>

Section 4: The relationship between marketing strategies and market performance of MTN Uganda, A case study of Kayunga branch.

16. Has internal marketing increased the profitability of your company?

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
</tr>
<tr>
<td>Not sure</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td></td>
</tr>
</tbody>
</table>

17. Has external marketing led to the increase in sales volume of my company

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
</tr>
<tr>
<td>Not sure</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td></td>
</tr>
</tbody>
</table>

34
18. Interacting marketing has led to the improvement in service provision of my company.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
</tr>
<tr>
<td>Not sure</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td></td>
</tr>
</tbody>
</table>

19. Has relationship marketing led to the decrease in sales volume at MTN-Kayunga branch.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td></td>
</tr>
<tr>
<td>Not sure</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td></td>
</tr>
</tbody>
</table>

Thank for your time
INTRODUCTION LETTER FOR AMPAIRE ALEX REG NO 1153-05224-03245 TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned candidate is a student of Kampala International University pursuing Bachelor's in International Business Administration. He is currently conducting a field research for his dissertation titled "Marketing strategy and performance of an Organization".

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter then is to request you to avail him with pertinent information he may need.

Any information shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Masaba Richard
HOD, Business & Management

"Exploring the Heights"